

## Command Wisdom of Principal Leaders

Chen Shuwen, Shao Xin

School of Management, Dalian University of Technology, Dalian, P.R.China, 116024  
(E-mail: 267314705@qq.com, chensw@dlut.edu.cn)

**Abstract** As the core of leaders, the principal leaders should take the rights which come from the organization, elaborate the power of personality, knowledge and emotions, show his wisdom as the “General”, encourage others and subordinates, and bring the organization forward. This article elaborates that the principal leaders should have some distinguished, for example, divide the work, undivided the family, Pull the issue into arms but not everything, do things manful but not opinionated, do things appropriately but not offside, trust but not indulge, all of these can be summarized as “commander wisdom.”

**Key words** Principal leader; Commander; Wisdom

### 1 Introduction

The most important post in leadership positions is Principal leadership. What is the principal leadership? Principal leadership is a provision of concept about leadership position, which is usually called “General” in the leader team, at the core of the leader team and overall situation, plays a key role, and has overall responsibility. Principal is also commonly known as “leaders”. Principal leadership is responsible for leading the direction of leader team, uniting the idea, focusing the wisdom and organizing the action. Principal leadership must have a broad vision of the overall situation and be good at plan events. It could be thinking, handling and solving problems from the overall situation. This requires principal leaders not only master the general wisdom of the leadership, but also have the special leadership wisdom which is adapted with the principal leaders. In a sense, the wisdom of principal leadership directly decides the success or failure of leader team’s work and career.

So which commander wisdom the chief leaders have can guide the overall situation? The author believes that includes the following five aspects.

### 2 Divide the Work, Undivided the Family

The leadership activity of the leader is not a person does something alone, even not conquers the world by one person the principal. It is through the division of responsibility, a clear member of the leadership team responsible for the posts, so that the leadership of the work carried out in an orderly manner. The scientific division of labor is a very important work of principal. So-called scientific division of labor, that is, Principal leaders of this organization in accordance with the responsibilities of authority members of the leading body of professional knowledge, work experience and experience of working ability, personality characteristics of a combination of factors such as the conduct of a reasonable behavior<sup>[1]</sup>.

The key that the principal lead others is, through science and rational division of labor, make other’s wisdom and ability to give full play to achieve the objective of the organization. “Hundred officer mark”-the book written in Jin said, “One person can’t deal with all issues. He needs to catch the point of important thing, and let other person to do other things.” Any genius of leader can not afford the pressure that he needs to do everything. He is smart because through the division of labor to the assistant which he is good at, he can show him some power, break down the pressure of his own, so that let all his assistants contribute their wisdom, try their best and do things at pains. This will produce a good effect likes “one and one more than two.” In this way, leaders will be able to carry out the most comprehensive organization bearing responsibility and mission, to maximize the achievement of organizational goals.

The scientific division of labor must defend the important thing and unimportant thing, catch the chief problem. Grasping large issue is when the principal leader divide the power and the responsibility to others, he must be a major thing, the major principles and direction for the final decision and the right to dispose of their own hands to ensure that the authority of the chief effective, open orders, scheduling flexibility, but also to avoid the excessive powers of the deputy responsibilities. Grasping small issue is that the principal leader put the responsibility to the relevant deputies. Deputies have the rights in scope of charge. So they can do their work matching their position. Catching the important thing and divide the unimportant thing, it is the right way that the principal can ensure that “Catching the power over major issues himself and disperse the small issue.” It can also avoid disadvantages like the principal has

everything to do, all taking and arbitrary. If the principal thinks that he is on special position, only talks about “Catching the power over major issues himself”, not talk about “disperse the small issue”, and deals with everything without reference to how important the thing is or how unimportant the thing is, the other leaders will feel not happy. The result of this is a fall of the principal’s authority and a bad effect on solidarity of team. Well, he can not manage anything well.

The scientific division of labor must amount to the separation of powers. When the principal is in the leadership of the class division of responsibilities and powers, it is essential to have a comprehensive consideration of each leading members of team. The principal leader should distribute the most appropriate expertise work to other members to play based on the studies, age characteristics, intellectual strengths, temperaments and personality characteristics. So that members of the knowledge, ability and character can mutually supportive and consistent. If you do not consider the strengths and weaknesses of team members, distribute jobs in accordance with the mode of egalitarian, division of labor with the casual to the deputy or always give the work under the member’s ability, they will not do well in work but lose their energy. And this can also conduce that some good secondary leaders not have corresponding work, not exhibit their ability abundantly. If each hole of flute requires equality of opportunity, the world will not have a beautiful sound. Therefore, the scientific division of labor must be able to highlight the amount of separation of powers. For example, on the ability of the deputy assigned to more and more powers and responsibilities of the deputy weak points are fewer more terms. Assigned the work of pioneering innovation and open up to the ability of the deputy, human, financial, and material are advised of the charge assigned to a high degree of reason and stability of a strong deputy. So, amount to the separation of powers in order to enable proper deputy, carry out their duties, the exhibition of its energy, so that the overall function of the leadership and wisdom to be given full play.

The scientific division of labor must unify the rights and responsibilities. An important principle in scientific leadership theory is that have the right and responsible for the right to reunification is a prerequisite to perform their duties.<sup>[2]</sup> Having big responsibilities but small rights would lead to that the secondary leader can not take charge his jobs or have no power to deal with it. The principal leader unifies the rights, profits and responsibilities together. Through the scientific division of labor, so that deputies fulfill their duties, they get their profits and use their own rights. The post of responsibility, the right to benefit organically into deputy, who will work to increase the initiative of the secondary leader and a sense of responsibility, as well as the organization's sense of identity and loyalty, the secondary leader will not work within the terms of reference of a perfunctory manner, muddle along, and the powers and responsibilities in the framework of the initiative to do things, a high sense of responsibility to do a good job.

The scientific division of labor must give the rights to the secondary leader with no doubt. Principal should be aware that the chief deputy for the responsible exercise of power for the principal. Therefore, the scope of work which the secondary leader in charge, principal does not intervene in the general, non-interference, and fully trust and rely on the secondary leader, to establish the authority of the secondary leader, so that secondary leaders feel their power is not empty and the seats are not empty. So that they can say words and do things aggressively. Then the secondary leader will be able to think and work independently to resolve the contradiction independence and become the real right-hand man of the principal.

The scientific division of labor needs to strengthen coordination. The relationship between the principal leader and the secondary leader is a division of labor relations, and between the secondary leaders there is also a division of labor and collaborative relations. If there is no division of responsibility or the responsibility is no clear, there will be a scene that all of members push the mistakes and evade the difficulties. Then Contradictions can not be solved and will result internal friction. Separation of duties is not the separation of family. Division of duties must also be mutual cooperation, complement each other. The principal leader and the secondary leader need to have a good cooperative relationship. Both the secondary leader would also have a good cooperative relationship, support each other indisputable right and mutual respect, does not make things difficult and not defeating each other. They need to have a good relationship to the principal and play their acts well. This enables optimization of the leading groups in the state have always been to play the leading head's overall function.

The scientific division of labor must adjust follow the change. The right to select the leadership of the division of labor is not fixed. After a certain period of time, it is necessary to re-adjust as needed. The benefit that this redress is, first, to expand the work of deputy leadership contacts, broaden our horizon, so that deputies have been more training posts and training to improve the level of their talent

and abilities. Second, to prevent the secondary leader who has handled financial and material long-term has used right to self-ownership, in its own patronage, abuse of power to seek personal interests and then give rise to corruption. Third, balance some secondary leaders who were in a high position but have little rights. So that the deputy ease of mind, give full play to its enthusiasm and dedication struggling.

### 3 Pull the Issue into Arms but Not Everything

The principal leader is the “head”. His responsibility is to guide the team and control the overall situation. Pull the issue into arms not means pull everything<sup>[3]</sup> Pull the issue into arms means when planning work or thinking about the problems, the principal should stand on the overall situation, be good at grasping and resolve the main contradiction. Undertake the whole thing means the principal leader deals with everything and uses his rights everywhere. The principal manage things which should be in possession of a pipe from functional departments, agree something which should be the secondary leader agreed, do things which should be secondary leader did. It would reversals the relationship between lead and to be lead. Pull the issue into arms is handling overall. Undertake the whole thing would be handled by the overall situation. Therefore, the principal must not take on everything overall, but regardless of trivia and make important decision.

Pull the issue into arms but not everything means plan overall and grasp the overall situation. Plan overall and grasp the overall situation is not only the principal leader’s main function, but also prominent point in principal’s task. As an ancient saying goes, someone who does not think over the overall situation can not think over a domain, while someone who does not think over many years can not think over temporarily. That means no matter what level of the leader is in charge of, he must have the overall in his chest, be good at starting from the overall situation, the overall situation of high standing to address the overall, strategic and directional issues. Principal's special status decides that only he think over the overall situation and grasp the overall situation, he can devise strategies within a command tent, take a plateful of chess alive which belong to local department and area.

Pull the issue into arms but not everything means to discuss main event and catch main event. Principal needs to put work in all aspects of organizations incorporated into the vision, not negligence or oversight. But the case which takes more time and greater efforts to catch should be major event. We say that have the overall situation in mind, not means a lot of things empty, it is closely linked with great event. So-called great event, that is, have a dominant status in the overall situation. Some decisive and crucial things are often urgent and difficult. “Get one-step would alive the overall, lose one-step would lose all.” It is the hotspot that many concourse concern about and it is also the key to political stability. In terms of principal, not the overall point of view, elections are not allowed on the event. If you can not catch the main event, then the overall situation would become empty. While all things have to manage, feel very busy, but achieve much more losses than gains. A good principal leader does not means that how many things he did, but whether he is good at letting others do things and are willing to do. There are two students of Confucius, one called Mi Zijian, the other called Wu Maqi. Both of them had ever been the principal leader in a place named ShanFu. Mi Zijian played all the day even not go out of the home. But he managed the place very well. Wu Maqi worked before the day break and came back at midnight everyday. He also managed the place very well. Wu ask Mi why he can do that, Mi said, “I mainly manage ShanFu by letting others do their work, while you mainly rely on yourself. Of course you are very busy and I am very leisure.” Human called Mi “gentlemen”, and for Wu, “Though he manage well, he did worse than Mi.” In other words, Wu has less understanding the art of leadership than Mi. Leaders should be good at grasping the overall perspective of major events, such as to take into account the objectives, development planning, which should be invent in a new year, personnel arrangements, how to balance payments and so on. For some trivial things which unrelated to the overall situation, the principal not need to worry about too much, he should put his main focus on catching great event. Otherwise, it will be unable to extricate themselves from specific matters, as if a cat into a psychedelic state, chasing its own tail movement endlessly until fall exhausted, finally understood the absurd place to move around.

Pull the issue into arms but not everything needs to have advanced awareness. The characteristics of today's society are changing fast and fast-paced. New situations and new problems are emerging. The opportunities and challenges exist side by side with difficulties. In order to know whether a leader has a view in overall situation and whether he is clever, not only to see him work in the near future be able to seize the principal contradiction, effective decision-making, but also depend on the development and changes of things, he predicted the ability of a strong lead in decision-making there. The U.S. president

Wilson ever said, "I have a never endless work, that is planning the future." The overall real things, often is in advance of the current. As the development of ideas and long-term planning, prevention of bias and so on, has a strong sense of the advance. This is the full meaning to reform and develop the "global". The more rapid development, the more awareness of the need to advance in order to be a rainy day, "the overall situation," only more vitality, more practical guidance. If the principal leader wants to pull the issue into arms, he must have a strategic mind and sharp eyes. He must be good at thinking ahead, taking a proactive approach to grasp the general trend, size up the situation in order to enhance the predictability of work, measuring to enhance and advance the science of decision-making in order to fulfill the leader's responsibilities.

Pull the issue into arms needs to look at the issue from a high-level. As a principal, he has to stand on one or two higher levels to look at the issue. Consider the issue of standing in this class sometimes not comprehensive and can not open ideas. This will lead to deal with contradictions very difficult. Global and local are relative terms. A region or a sector is overall situation but also a local in relation to a higher level. Principal must know how to obey and serve the overall situation of the province and the country, so that team members can put the whole sector and the overall relationships together, take the sector work into the objective of the overall situation, and consistent with the requirements of the overall situation. He must remember not to do things follow his own ideas and neglect policy act. This is not allowed by the organizing principle and political discipline.

Pull the issue into arms but not everything means the principal leader should put his keystone on "General" not on "soldiers". Each level manage its lower lever is not only the principles of leadership, but also the wisdom of the leadership. The principal leader manages the overall. He should focus on the General, and let General manage the soldiers. If the leadership of the chief deputy in charge of crossing directly to the grass-roots leadership of the instructions, the next order, assign a task, which will cause passive deputy will not be generated to allow the chief deputy of the psychological tendency to trust that this matter will inevitably affect the high frequency of team unity. The clever principal leader often focuses on the use of "General". He achieves their own "Pull the issue into arms" through letting the secondary leaders handle their task themselves.

#### **4 Do Things Manful but Not Opinionated**

The principal leader's role is guide or helmsman. As a leader in a company or a department, standing high, see long and be good at planning should be the character of principal. Ability of making a decision is the extrusive behave that the principal exhibit his diversified ability. A principal needs not only scientific way of thinking, original insights, but also the need for strategic vision, courage and decisive.

Do things manful but not opinionated needs to deal with urgent things calmly. The society is complex and ever-changing. There are endless stream of contradictions. The principal leader in "handle" would face many complex issues, and these issues are difficult problems<sup>[4]</sup>. It is unexpected and difficult to predict in advance. When having a sudden, critical or difficult event, the principal should be calm, calm face the reality. To deal with emergency cases, the wisdom of principal individuals is limited, and the principal leader was at place with a draught. It would easily make the principal anxious and impatient. In order to avoid thinking confusion, team members should be called to play the role of collective leadership decision-making. Leaders through their own ideas, courage and ability to lead everybody go ahead. He could lead every select good thing to do and good chance to catch, deal with the problem carefully and decisively.

Do things manful but not opinionated, that is, deal with the hotspot calmly. The hotspot that formed by a certain period of time or unit is the center of decision and the principal focus of contradictions, and it is the most intractable problems for the principal leader. It makes the principal afford psychological pressure and mental torture. The principal has a right decision in dealing with hot issues. The matter must be deal with in calm. The chief must be a clear head to treat the hotspot. He needs to have a careful analysis of the nature of the problem and trends to distinguish major point. The principal leader could observe the hotspot which emerge from the lake in calm, and find solution to resolve the problem, disappeared the contradictions in the invisible.

Do things manful but not opinionated. That is to deal with the fixed things flexibly. Principal in leading the work, often encounter some risks of problems or conflicts of things. The principal leader has very strong power. When the masses have grievance, they often come office with bad emotional to discuss with principal leader how to deal with the problems. At this time, their talk may be radical and

even sound harsh. Principal can not rely on his own power to compel as the conflict will only intensify each other. The attitude and approach of facing grievances, not only in the person of chief of the mind, character and mind, but also reflects the wisdom and ability. Deal with the fixed things flexibly is just thing that the embodiment of wisdom and ability. Sometimes, a kind of action or a warm saying is more effective than a hard-line in the executive order. Behind the grievances, there is precious trust hidden. If the principal leader lost the confidence that all the issue would be finally resolve, the masses would not to open their hearts and pour out grievances to the leader. Principal must be patient to listen to the masses and find out their spiritual pulse, find out the disadvantages of the lesions and the crux of the disease, take a new measure that deal with the fixed things flexible to solve the problem. This would change people's complain to happy, help resolve conflicts and solve problems, help with the cohesion of forces, to promote harmony, but also to a fundamental resolution of grievances, reduce grievances.

Do things manful but not opinionated. It is necessary to overcome the subjective idealism. When the principal leader fall across the issues especially major issues, he must have its own views and ideas in order to grasp the direction of the decision-making to ensure that the correct decision-making. However, to be assertive does not mean subjective. The principal leader needs to have a definite idea and also should listen to other people's views. Principal should have a good democratic style of decision-making. He should only bring forward question in general, not to set up frame and the tone. He should ensure that team members "Say all their attitudes out." The principal leader is not only to seriously listens to different opinions, but also to improve the decision-making as opposed to the views of the best reference. So that he would get good effect on leadership act that deal with the fixed things flexible.

Do things manful but not opinionated is necessary to avoid the forced way off. Principal can not be puzzled when there are many differences of opinion, and he also can not forced in making decision when other leaders have different ideas. When the differences in decision-making are too large, the principal leader should pause to make decision. He must find out an instead project. If the problem really needs to be solved fast, they should also do more to explain and persuade. He should try his best to make all members' opportunity consciousness to the same level, and make their vision in looking at the problem to a high level, reach the same intensity in work.

## **5 Do Things Appropriately but Not Offside**

In leadership activities, each person has his own particular social position, main or sub, up or down. To hold onto his place, that is, "put in place." Deviated from his position is "offside." "Offside" is the first nomenclature of a full in soccer match<sup>[5]</sup>. It means that if one side of the fouls players offside, even goals can not get points. Later, people put this concept into the field of leadership studies to describe the phenomenon that someone those who deviate from the "self-centered". For example, the principal leaders departure from the "leader's position", or the secondary leaders departure from the "general's position". So it can be seen that phenomena of "offside" in leadership has multidimensional point: First, "offside" points to higher leader. For example, the secondary leader says the words that should be spoken by the principal leader or do the things that should be taken by the leader. This will interfere with the principal idea or policy deployment. Second, "offside" points to parallel. For example, the leader says or does something that other leaders who has the same power with he should do. Third, "offside" points to down. Higher-level leader interference matter which should belongs to the lower-level leader. Downstream point of the "offside" is the principal leader of leadership in the implementation process of the psychological methods of thinking and behavior on the blind spot. Therefore, can be "offside" or not is very important for the principal leader. It can help the leaders raise the level of leadership and leadership in order to fulfill the responsibilities to fulfill our mission.

Do things appropriately but not offside, it is necessary to give the secondary leader enough power in order to let him fully perform their duties. Secondary leader is the assistant to the principal leader. He is responsible for assisting the principal to take charge of the overall work and also be the top leader in one or several specific work. Secondary leader is not only responsible for the principal leader, but also be responsible for the department which he managed. If the secondary leader doesn't have enough rights, or his rights be intervened by the principal leader, secondary leader's prestige will be lowered and the department manager who in charge of the secondary leader will not listen to him, then the secondary leader will not be able to perform their duties. The secondary leader can't manage him department, and the principal leader want to control but can not, work will inevitably "fall into the underground." Under such circumstances, the secondary leader can not pull his weight is in fact the "offside" of the chief

caused. Therefore, a prominent principal leader should not deviate from the “coach” to interfere “general” powers, so that deputies perform their duties to enjoy the full power. Something which should be performed by the secondary leader, the principal leader should give them a free hand to implement.

Do things appropriately but not offside, it is necessary to give the secondary leader a stage that he can fully act the leading actor. Some principals think that in the leading activities, they must play a leading role, can not play a supporting role<sup>[6]</sup>. An area, a department or a unit of the principal leaders in the leadership arena is the main character, is the core of the stage, is supporting deputy is the principal contrast, it is beyond doubt. However, the leadership of the stage like a theater stage, it is not possible that always the main characters, every plays is the protagonist. A supporting role in specific matches or scenes can also account for the protagonist. In the leadership arena, the principal leader is not the leading actor in the work which in charge of the secondary leader. Principal force in these areas would be act as a protagonist. It is “offside” and replace. Once the principal offside to the scope of work which should be managed by the secondary leader, he would be like a giant gyroscope, crazy circumrotate on the work stage which should belong to the secondary leader. And the deputy can only give you local place, look at your performances and comment. Therefore, the principal should respect the secondary leader’s status, give him a stage to let him promote the good image of the protagonist. Give him a stage that he can make decision. If the principal is willing to play a supporting role in the secondary leader’s stage, the entire leading activities would be very satisfactory, like good plays one by one.

Do things appropriately but not offside, it is necessary to handle the relationship between the decision-making layers and executive layers. Disjoin function of the decision-making layers and executive layers are a principle that leadership activities must comply with. Principal locates in the decision-making level, he manage other people. The secondary leaders locates in the executive layer, they were managed by the principal. Principal should have been standing on the policy-making level, Observation and thinking, and constantly make wise opinion, to become underling’s psychic bailment and lean. But once the principal forget his responsibility of the decision-making as a “head”, offside to the implementation layer, to wield the sword into battle, he would become a “daughter-in-law” that busy all the day. He would have no time to relax and reflect. It also runs counter to the principals that the division of responsibility and leadership at different levels of management, it would lead to the implementation of the functions of deputy is not in place to play, the secondary leader would not bear a department, unable to perform the duties and can not exert his wisdom. Therefore, a prominent principal leader should follow his job’s request, holding the decision-making level, standing higher than others, seeing farer and thing more deeply. Principal should be able to give ideas when something happens, be good at centralize on the basis of centralize, conclude the pertinent conclusion from the opinions vary, and then let secondary leader to be the “vanguard” to execute decision, himself to be off-board “coach” or “referee” to ensure the correct decision carry out all-around.

## 6 Conclusion

Trust is a clever art that principal appoint secondary leader. Guan Zhong said, “Know somebody is very good but not appoint them baffle the king to be a cock of the walk; appoint somebody but not trust also baffle the king to be a cock of the walk.” He stressed that use and trust have the equal important meaning. WeiZheng had ever say to Tang Taizong “Some kings appoint person great task, but do not trust them; Do not fully trust will create doubts<sup>[7]</sup>; If person have doubts, he will only do small things, in such a situation, you can not request them to consolidate career.” WeiZheng expatiated the reason very profound that if you give somebody great task, you must trust him. Principal in the work should respect and trust cadres, as a important precondition that stimulate persons and creativity of their work to catch, through the confidence leading mode to fully mobilize enthusiasm of each person, enable them to deal with the problem which limits of his functions and powers independently. If the principal always have a suspicious attitude with lower, can not fully trust or a free hand to use, often directly intervene in the affairs of the lower levels, it will hurt their self-esteem and self-confidence, so that they would have a psychological reverse and centrifugal power, handle issues negative and wait for principal to decide everything. In this way, leading activities would not begin. Of course, the full trust and courage to use does not mean that the principal can be done absolutely nothing for underling, let them do anything. The leadership will be affected by the loss. Wisdom of principal is trust but not indulge.

Trust but not indulge, it is necessary to put heart in rest but not give up responsibility. If the principal not put his heart at rest to the secondary leader, there would be no trust. Trust of principal to the secondary leader performance in many aspects, such as high trust of the secondary leader’s character,

do not doubt that the feelings of their own secondary leaders is not sincere, do not doubt that secondary leader do not work, do not doubt the deputy is not responsible for constructing team; Also such as high trust of the secondary leader's leading ability, believe that deputies would be capable of their own work, believe a good deputy to carry out duties, believe that deputies can work in a creative manner. But put heart in rest does not mean giving up the rights that leading the secondary leader. Put heart in rest is principal's sensation to the secondary leader, strengthen the leading power to the secondary leader are the principal's responsibilities, these two things are opposite unification, you should not get only one side or forget one side. Through a clear objective, the secondary leader would try his best, afford his responsibilities and exhibit his wisdom.

Trust but not indulge, it is necessary to instruct but not censure. Under normal situation, equip the leading team often put someone whose ability stronger at principal's position and put someone whose ability weakly at the secondary leader's positions. During the work, some principal would easily look down on secondary leaders whose ability is weak, slightly unsatisfactory in the psychological exclusion or resentment, especially when the secondary leader appeared mistakes, the principal would blame them. If the principal leader always find secondary leader's disadvantage to blame, not only exhibit that principal leader blinkered, but also create a invisible obstacle between them, it would deteriorate interpersonal relationships. When facing to the mistakes that secondary leader made during their work, the principal leader can not be cynical, but also can not be taken lightly. Method of wisdom is, change blame to instruct, use adequate gist and reasons to help secondary leader understand mistakes and summarize experience or message. When the principal do these things, he should as far as possible deputy leadership of the deputy in charge of the system, as well as direct subordinates, so that deputies come to correct their own mistakes, and improve the ability to lead others. To do so not only can increase the level of secondary leader's leadership, but also to eliminate secondary leader's connective resentment and left a piece of gratitude. If principal can do this, when he wants to do something, secondary leaders would try their best certainly.

Trust but not indulge, it is necessary to let go but not pamper. Let go, that is, the chief give a free hand to deputy to think independently and work independently to solve problems. Do not random butt in deputy's work. If the deputy's work does not contravene principals, principal should not be negative. Principal should as far as possible with the advantages of deputies, by the capacity of each other, superposition, all the members of team unity, working together to do a good job. Leading to the deputy principal has full confidence in the leadership, principal deputy leadership and leadership will be a heart to think that an effort to make, like the stars on the general pool arch around the principal, "Solomon offer his wisdom, brave person offer his power, beneficent person offer his benefaction and trustful person contribute his loyalty." But principal leader can not indulgent. In order to prevent the secondary leader do nothing or do anything, the principal must establish a monitor and control mechanisms. So that deputies can be provided for duties, powers, scope, objectives within the initiative to do the work accomplished in a responsible manner. It's like flying kite, the secondary leader can hover in the sky as a kite, but the cord must be controlled in the principal's hand.

## References

- [1] Drucker. *Effective Managers: Drucker's Management Classic Series*[M]. Translated by Xiang Shixu. Beijing: Mechanical Industry Press, 2005 (In Chinese)
- [2] Drucker. *Bystander: Memoirs of Management Guru Peter Drucker: Peter Drucker the Classic Series*[M]. Liaoyue Juan translation. Beijing: Mechanical Industry Press, 2005 (In Chinese)
- [3] Daft. *Leadership: Theory and Practice*[M]. Translated by. Yang Bin. Beijing: Electronic Industry Press, 2008 (In Chinese)
- [4] Guo Linli. China Analysis of Corporate Social Responsibility[J]. *Management&Technology*, 2009,9 (In Chinese)
- [5] Huai Jinnan. *Famous of the Analects*[M]. Shanghai: Shanghai People's Press, 2009 (In Chinese)
- [6] Huai Jinnan. *Famous Taoist Wisdom*[M]. Shanghai: Shanghai People's Press, 2009 (In Chinese)
- [7] Jin Jingfang. *Zhou Ets Solution*[M]. Changchun: Changchun Press, 2007 (In Chinese)