Three Dimensions and Nine Elements Structural Model of Positive Energy Leadership

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Abstract: *This paper analyses the concept of "Positive Energy Leadership"(PEL) and the Structural Model of PEL from the systematic thinking. Based on the concept of PEL, this paper builds the Structural Model of PEL. The research results shows that PEL emphasizes on the leaders should excavation the positive energy from the environment, the individual leaders and the followers, and should transfer the positive energy in the process of the leadership. The content structure of PEL can be divided into three dimensions which are how the leaders deal with environment, the individual leaders and the followers with positive energy.*

Key words: *positive energy; positive energy leadership; content structure; model*

In recent years, the word "positive energy" is used frequently in China. At present, some people and things are named for "positive energy" which are positive, powerful and hopeful in China. The word is not only a net hot word, but also a concept of social science, and is widely used in various industries and contexts. This article will analyses the essence of "positive energy" and "leadership", and from the view point of system thinking to argue the connotation and the structure model of" positive energy leadership"(PEL).

1. The Concept of Positive Energy and Leadership

1.1. The Concept of Positive Energy

Positive energy is the term in physics. It naturally means the vacuum energy is zero, outweigh the material energy of the vacuum energy is positive; the vacuum energy which is lower than the material energy is negative. British psychologist Richard Wiseman compared the human body to a field, he said people can show a new self by stimulating the inner potential, and show more confident and dynamic. As a psychological concept, "positive energy" refers to a healthy optimistic, positive motivation and emotion. From the literal meaning, "positive energy", like the warm sunshine and a bonfire to influence people's psychology, behavior and the environment.

At present, with the development of social economy, people's pressure and confusion are increasing. "Positive energy" can give people an inspiring power of hope when they feel uncomfortable blundering. So the word "positive energy" arises at the historic moment of newborns, have distinct era birthmark. Our country "speaking like a book" editor in chief Hao Mingjian, who is a famous language scholar pointed out that the "positive energy" is a motivation and emotion which can refer to people hope and happiness.

1.2. The Concept of Leadership

Leadership is the core concept of the leadership theory. From the literature research, both at home and abroad leadership theories discuss the connotation of the leadership. Early school leadership traits, for

example, think that leadership is the leaders' qualities. The school of Leadership behavior thought that leadership is the leader's behavior and its treatment of followers. Modern leadership theories have a greater influence upon the statement about the nature of the leadership, and there are three main forms followings:

- The essence of the leadership is an influence. Paul Hector plug, Kouzes and Posner think that leadership is the influence between leaders and leadership object, and is the effective impact between leader and leadership object.

- The essence of the leadership is an ability. Warren Bennis, Lin Zhengda, Liang Jian and other scholars believe that the leadership is the ability which can make a leader exercise the powers effectively and make the whole leadership process efficient and smooth.

- Leadership is a kind of comprehensive strength. Leadership is the leader's ability, behavior, leadership style and personal qualities. And it is the integrated force to lead team members to accomplish team goals.

In addition, from the various definitions of leadership, it is not difficult to find the following conclusions: leadership is influenced by leadership environment (situational leadership); the eager pursuit of Leadership is the group goal; Leadership is the interaction between leaders and leadership object; the main body of leadership is the leader, receptor is the leadership object.

2. THE CONNOTATION OF THE POSITIVE ENERGY LEADERSHIP

Literature novelty search (as of April 2014) shows that in China CNKI, VIP, and WANFANG three database, there are many literatures related to "positive energy" and "leadership", but with the word "positive energy leadership" as the theme and content of literature search, display the results only one, and that literature do not analyze its structural model. In the foreign language database WEB OF KNOWLEDGE,"Positive Energy Leadership" as the theme and the content to search, showed no related literature. This shows that in the field of leadership research at home and abroad, "positive energy leadership" still remains to be further excavation and it is a new research field.

2.1. The Connotation of the Positive Energy Leadership

2.1.1. The Concept of Positive Energy Leadership

"Positive energy" leadership is a kind of leadership based on "positive energy". In the process of a leadership, if there is the positive energy, we can think the leadership is a PEL.

Lin Zhengang who is the ex-CEO of the Cisco China says that PEL is to find everyone's positive energy, and then help him to magnify it. Theoretically, this view is based on the influence of leadership theory (that is, the essence of the leadership is influence). In this view, leadership (including positive energy leadership) is not the position for power, but a kind of power which the leaders can management themselves and influence others.

System analysis is an another approach to analyse the leadership. Wen Maowei points a view that the leadership come from the system inner, and it is the dynamic mechanism which refer to "individual, group, environment" this three factors. Then this paper thinks that PEL is a kind of leadership which affect the environment, oneself and others. In the process of leadership, in other words, PEL mainly focus on the everyone positive energy and environment energy, and inspire the positive energy of psychological activity, thus achieve the effective leadership.

2.1.2. The Condition of Positive Energy Leadership

From the system point of view, the PEL need the leaders to have the following three conditions: (1) leaders should know and judge the surrounding environment with positive attitude that have a vital effect on the organization strategy, adjustment and development. (2) Leaders need to understand themselves and willing. And explore their weaknesses with positive energy, brave, honest, and open mind, and internalize morality and further reflect the sincerity of its own behavior. (3) Leaders should establish a good relationship to subordinate, implement effective help to them, motivate them, authorize others, and realize subordinates self-management.

2.2. Comparison of Positive Energy Leadership and Positive Leadership

Positive Leadership is a new type of Leadership which is based on positive psychology. Carolyn M. Youssef (2012) pointed out that Positive Leadership can help global leaders to solve problems such as cultural differences and cross-cultural barriers, then the leaders can deal with the present and the future challenges in a more efficient way. Creating a positive atmosphere, establishing a positive relationship, realizing a positive communication, and building a positive significance are the four basic strategies to achieve positive leadership. From the point of English expression, Positive Energy compared with PEL is similar, but they are different in essence. The following comparison analysis between the two, in order to understand the concept of PEL connotation.

- The former is based on positive psychology, emphasis on positive transfer psychology; The latter is based on positive energy, emphasizing the positive energy transfer.

- The former focus on the positive atmosphere in the organization, and foster psychological atmosphere of passion, gratitude, forgiveness, responsibility in the organization. While the PEL focus on organizational environment, and strive to build positive energy psychological environment in the organization.

- The former focus on positive relationships and network in organization, focused on the advantage of employees rather than disadvantage, and pay attention to foster strengths and circumvent weaknesses. While the PEL focus on organizational relationship, and strive to build supportable relationship in groups.

- The former focus on positive communication in the organization emphasizes the optimistic, supportive communication; while the PEL focus on the positive energy and warm communication.

- The positive energy is the source of the positive psychology (including emotion and mentality, etc.).

Therefore, from the above comparison, Positive Leadership and PEL is closely related, but PEL is a kind of leadership which is more deeper than Positive Leadership. PEL can cause Positive Leadership.

3. POSITIVE ENERGY STRUCTURE MODEL OF LEADERSHIP

3.1. Overview of Related Leadership Model

Foreign study of leadership model begins with the study of competency, when scholars believe that leadership competency is the performance characteristic which is the difference between the excellent leader and the general leader. Domestic research on leadership model began in the 1980s. Research on leadership models are shown in Table 1.

Table1. *Leadership model (part) summarized*

Number	The model proposed	The model name	the basis of the model	Model content
1	Welch	4 e + P leadership model	Leadership qualities	Energy, Energize, Edge, Execute, Passion
2	George Fisher	The 3 model of leadership	The leader's responsibility, Participative leadership	Task oriented and relationship oriented, representative and participate in three dimensions
3	Zheng Haihang	Double factors model of leadership	people and things	Incompetence, good people, power type, ideal type four types
4	Robert J. Sternberg	WICS Leadership system model	How to make a decision and decided t	Formation of three elements: creativity, intelligence and wisdom
5	Lena Zander	Two dimensional four pattern leadership model	Two dimensions are "centralized and decentralized leadership" and "vertical and horizontal leadership"	Four leadership models developed to cope with the multicultural team
6	China's "leadership team" of Chinese academy of sciences	The five leadership model	Through the analysis of pedigree of the leadership, from the perspective of the leadership process	Charisma, forward-looking power, influence, determination, control the five elements
7	China's "leadership team" of Chinese academy of sciences	The five leadership model in harmonious society	From the leadership situation, leader and subordinate three aspects	Credibility, ingenuity, affinity, coordinated, change forces the five elements
8	Zhang Li, et al.	leadership model knowledge management process	Based on the enterprise knowledge management process	Knowledge acquisition, knowledge processing, knowledge storage, knowledge network four elements
9	team	Chinese universities leadership competencies model	In China's universities leaders key behavioral event interview	Competence characteristics, thinking, leadership, influence, the dedication to work five competence characteristics of ethnic group. Leadership groups include: train others, teamwork, team leaders, four elements
10	Zhou Leilei	Sincerely the five measuring dimension of leadership model	Sincere leadership theory (how to treat the leader and subordinates)	Internalizing morality, leadership traits, honesty and not deceives, impartial, Guide subordinate

From the Table 1 we can find that leadership model mostly include cognition, traits, behavior and situation factors. Use different method to integrate these elements, there are different theoretical models. Such as "leadership team" of the Chinese academy of sciences in China in 2008 put forward the five leadership model of "harmonious society" is from the leadership situation, leader and subordinate three aspects to build the model. Zhou Leilei (2010) put forward the "sincerity the five measuring dimension of leadership model" from leaders and subordinates the two ways to build the model.

3.2. Define a Structure Model of Dimension

3.2.1. The Comparison and Fusion of the Two Leadership Model

Before presenting the PEL model, this paper will compare and combine the" five forces model of leadership in a harmonious society" and the "five dimensions model" of authentic leadership. Authentic leadership theory proposed by Luthans and Avolio. They think that authentic leadership is a mix of positive self-ability and organizational development, it can bring a better self-awareness and self-adjustment of positive behavior for leader and subordinates, and then to promote self-development. Authentic leader have a profound understanding of their own thoughts and actions, and the leaders can know about their own values, knowledge and the advantages. Therefore, the authentic leadership is a leadership behavior which from a positive moral environment and positive mental ability. And in the interaction with subordinates work, it is a process which is led to the leaders form a more perfect self-consciousness, moral standard, the balance of information positive self-developing. And at the same time, it can promote the development of positive psychology and positive moral atmosphere.

Choosing these two models is because the former is researched from three aspects: the situational leadership, leaders and fellows, the three aspects are accord with system thinking. The latter reflects how leaders show authentic behavior and influence subordinates. This is the same with PEL concept that the nature is to influence others and their own. Comparing the two models will help refine a structural model of the PEL. Table.2 is the comparison.

Table2. *The comparison of the "five forces model of leadership in a harmonious society" and the "five dimensions model" of authentic leadership.*

Five forces model of harmonious leadership	System elements of leadership	Authentic leadership dimensions
transformative	environment	／
synergy		
credibility	leaders themselves	Internalizing morality
		leader traits
wisdom force		honest
		even-handedness
affinity	subordinates	guide subordinate
synergy		

As we can see from the table 2, "transformative" and "synergy" in five forces model of harmonious leadership belong to the external environment level (Synergy involves two aspects of the environment and the subordinate); credibility and wisdom force belong to the leader's level; affinity and synergy belong to the subordinate level. Zhou Leilei (2010) divided the authentic leadership into five dimensions: internalizing morality, leader traits, honest, even-handedness, guide subordinate.

Among them, the first four belong to the leader's level, the last belong to subordinate level. It does not involve environmental factor.

3.2.2. *The Three Dimension Structure Model*

In accordance with the "three aspects of five forces model of harmonious leadership", and combined with the PEL concept, this paper defined the three factors of the PEL structure model as the leader how to treat positively treat the environment, treat themselves, and treat subordinates. The core of the entities involved in the leadership process (including the leaders, subordinates and environment) is accorded with system thinking.

3.3. The Connotation and the Analysis of the Nine Elements of the Structure Model

3.3.1. *Elements to the Environment*

According to the requirements of the cognitive dimension of leadership, Leaders must be able to identify and analyze the environment, and construct the understanding of strategic environment, and make the organization more flexible in the turbulent environment. The leader should timely change according to the changes of organizational environment, and give full play to subjective initiative. Then create a favorable internal and external environment of organization development. Therefore, through focusing on the level of interaction between leader and the environment, this paper puts forward three elements to the leader: take the initiative to understand environment, actively adapt to environment, appropriate changes environment, the three levels are gradually increased.

- Take the initiative to understand environment: The leader should take active attitude to recognize the leadership system of internal and external environment. Including taking the initiative to carry out the research and analysis of environment, taking the initiative to focus on related information at home and abroad, taking the initiative to learn to other departments.

- Actively adapt to environment: The leader should actively adapt to the environment, including adjusting the organizational vision and strategy in order to adapt to the changes in the organization's environment.

- appropriate changes environment: In order to clearing away the obstacles for the development organization, the leader is required to play their own initiative, take decisive action and change what can be changed environmental factors.

3.3.2. *Elements to the leaders themselves*

Five forces model of harmonious leadership shows that credibility is the core of trust. Authentic leadership thinks the leader should internalize morality, honesty, integrity, consciousness based on the self -awareness. From the above two models and combine the concept of PEL, this paper puts forward three elements to the leader: self-knowledge, Internalizing morality, authentic behavior.

- Self-knowledge: The leaders should recognize themselves, and accept their weaknesses. They can enhance themselves from the knowledge, ability and other aspects in positive attitude.

- Internalizing morality: Internalizing morality is achieved mainly through the imitation learning, cognitive processing, role play, identity itself, self strengthening and other ways. If the leader is blind to his own faults and expansion of its own power, it will become narrow, totalitarianism, corruption, and a very toxic leader, that will be very harm to the organization, and the society.

- Authentic behavior: Leaders that with positive energy do not disguise themselves, not because in the leading position and deliberately perform image of the leader. When the enterprise or the team ran into confusion or trouble, leader was required to be self-confidence, optimism, hope and resilience, and actively cultivate their positive attitude to make their own peace, positive, and have a strong psychological endurance.

3.3.3. Elements to the Subordinates

Five forces model of harmonious leadership shows that refers to regard the Subordinate as partners and family members, to create atmosphere and space for the subordinate to express their will, and win the trust of subordinates; Synergy is ordered all values together, authorized by the advocacy of incentive. Authentic leadership thinks the leader should show the full trust of subordinates and provide the necessary moral support[21]. From the above two models and through focusing on the level of interaction between leaders and the subordinates, this paper puts forward three elements to treat subordinates: effective help, value identity, moral support, and the three levels are gradually increased.

- Effective help: In the face of adversity and under pressure, the leaders should transfer positive energy to the employees, and provide positive solutions to exclude the difficulty and anxiety.

- Value identity: the leaders should build a sense of identity values and mission, which are identified by subordinates. That can enhance staff job happiness and job engagement.

- moral support: The leaders who with the positive energy should provide moral and moral education to the subordinates, and sincerely to show the understanding, respect and care for subordinates, and strive to create a unity of love, harmony and cooperation atmosphere in the organization.

According to the above analysis, the paper builds the structural model of PEL (fig.1), and the factors of the model will be shown in Table 3.

Table3. *The explanation of the structural model of PEL*

| Num.	Dimensions	Factors	Explanation of factors
1	the environment	active study	Use active attitude to study internal and external environment of the leadership system
		positive adaptation	To adapt to the environment actively and adjust the organization strategy
		appropriate change	Leaders play their subjective initiative and change the environmental factors appropriately
2	the leaders themselves	self-recognize	Leaders recognize themselves and face up to their weaknesses
		internalizing morality	Leaders change the social moral goals, values, ethics and behavior patterns into their own stable moral personality traits
		sincere behavior	Leaders should be self-confident, optimistic and full of hope and perseverance
3	the followers	effective help	Leaders care for the followers about their work and life ,and give effective help when the followers encounter stress and adversity
		value identity	Leaders who have positive energy should strive to build the value concept of subordinate identity and organizational mission
		moral support	Leaders who have positive energy should give the follows moral assistance and moral education
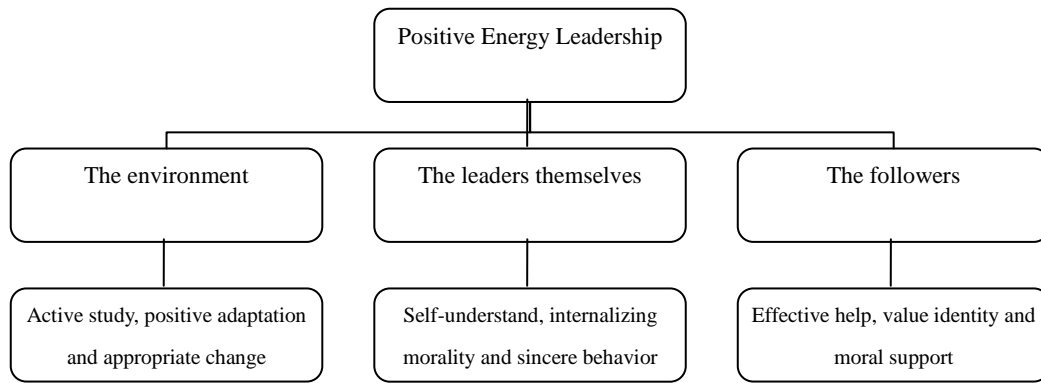
Fig1. *The Structural Model of PEL*

4. THE SUMMERY AND OUTLOOK OF THE RESEARCH

4.1. The Main Theoretical Contributions of this Paper

Combining the two concepts of the "positive energy" and "leadership", the paper analyses the concept of PEL from the systematic thinking. The research results show that the essence of PEL is to discover people's positive energy and mental potential as well as to inspire the mental activity of positive energy in the leadership process, which is to build excellent leadership effectiveness. To sum up, PEL emphasizes on the leaders should excavation the positive energy from the environment, the leaders themselves and the followers, and should transfer the positive energy in the process of the leadership.

The paper build the "Three Dimensions and Nine elements Structural Model of PEL "from the systematic thinking. The content structure of PEL can be divided into three dimensions which are how the leaders deal with the environment, the leaders themselves and the followers with positive energy. Each dimension includes three factors; they constitute the structural model of PEL.

4.2. The Content of the Further Study

- The empirical research of the structural model of PEL should be studied in the enterprises.

- The comparative study in the theories around PEL, Authentic leadership and Servant leadership should be continuing.

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