

An Analysis of the Cultural Sensitivity of Leadership and Management in Independent Colleges

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Abstract: Culture is the internal motive force for the development of an organization. Each organization will form its own unique culture in its development process. Unique organizational culture is the basis for the success of an organization. The reorganization of two or more organizations may lead to cultural conflicts. Therefore, cultural integration is needed. This paper analyzes Haiyuan College of Kunming Medical University as an example to analyze in the three aspects including leadership, management and culture. I have a deeper understanding of the relationship and interaction among management, leadership and culture are more deeply understood, which can better guide my future work and practice.

1. Introduction

The basic characteristics of independent colleges are as follows: it is formed by optimizing the allocation of resources through market mode combining the brand of parent universities (Kunming Medical University) and social forces (private enterprises). It has the dual advantages of the vitality of private mechanism and the sharing of high-quality educational resources of parent universities' brand. The leadership and management culture in independent colleges are influenced by both university culture and enterprise culture. Therefore, independent colleges must pay enough attention to this problem, and build a culture with its own characteristics by integrating the two cultures.

My organization, Haiyuan College of Kunming Medical University, is an independent college of medicine. The basic characteristics of independent colleges are as follows: it is formed by optimizing the allocation of resources through market mode combining the brand of parent universities (Kunming Medical University) and social forces (private enterprises). It has the dual advantages of the vitality of private mechanism and the sharing of high-quality educational resources of parent universities' brand. The leadership and management culture in independent colleges are influenced by both university culture and enterprise culture.

2. Cultural Analysis

2.1 My Organizational Leadership Culture is Defined (Dac Analysis)

1) Direction:

Goal expectations. Most private enterprises established the independent colleges, no matter what their original intention, hoping to get return of investment from the operation of the school. In addition, the private enterprises are limited in capital and financing channels, so the mood of investment recovery is more urgent.

2) Alignment:

Due to the short running time of independent colleges and the lack of guidance and supervision from the higher authorities, the problems of "paternalism" and "family system" management in the culture of private enterprises have brought people to independent colleges, resulting in a serious lack of scientific management system.

3) Commitment:

Evaluation and motivation. University culture requires that teachers' work should be evaluated comprehensively from multiple aspects, including teaching, scientific research, results and process, and teachers' ideological and moral performance. However, the practicability of private enterprise culture leads to the problem of single index in the evaluation system. One or two indexes usually determine the performance of a teacher, and teachers complain that the performance evaluation is unreasonable. In terms of motivation, as a university teacher, besides the material motivation, spiritual motivation plays an important role. However, the culture of private enterprises mainly adopts material incentives, which leads to teachers' lack of sense of achievement and identity in independent colleges.

2.2 Oriented Analysis on My Organisation Leadership and Management Mode (4 Orientations)

Chinese higher education experienced a rapid expansion and completed the quantity accumulation in less than a decade. Now it has marched into the stage of popularization of higher education. In the higher education development stage, all colleges and universities implemented the expansion policy. In such a competitive environment, schools are trying to grasp the market. So it is clear that the orientation of my leadership and management is the core of market orientation with the auxiliaries of combining humanism with conservation orientation.

With the core of market orientation, because my organization has no government funding for education, all the financial income is students' tuition. So schools cannot survive without a certain student size.

From the point of view of students' training objectives, university is a place to cultivate people's comprehensive quality. Although it is a professional education, it is by no means an employment education. University culture requires students to develop comprehensively. But private enterprise culture pays more attention to the direct effect on enrollment and income, emphasizing employment education and attaching importance to various qualifications.

Education is for profit and education is for employment, which is clearly market-oriented.

The combination of humanism and conservative orientation is complementary. In universities, quality is the eternal theme of education. We attach great importance to the personalized development of students, and we also understand the importance of distinctive characteristics. Comparing with other good medical universities, we don't have too many advantages, so we emphasize the practical operation ability of students, and emphasize that our educational philosophy is a medical application-oriented university.

2.3 Organizational Leadership Culture is Analyzed from Nine Cultural Dimensions: International Research on the Impact of Culture on Leadership Effectiveness:

First, it is expressed as variability and Avoidance of Uncertainty.

The formation and development of university culture needs certain continuity and stability, but independent colleges often have certain arbitrariness. When the colleges create their own culture, it is prone to change their cultural styles due to the changes in the surrounding environment and market, thus failing to form their own cultural characteristics.

Second, Power Distance. The top managers of private enterprises are usually the investors themselves, and the culture of private enterprises depends on the personal quality of the leaders. As a typical example of "rule of man" replacing "rule of law", private enterprises are mostly dominated by entrepreneurs at the beginning.

Third, Collectivism refers to in-group Collectivism, which is characterized by family consanguinity. Most of the private enterprise culture is rooted in the family blood culture. With the increasing expansion of the scale of independent colleges, the relatives of those private enterprise families naturally undertake key positions of the school, absolutely control the ownership and management of the college. So the independent college, giving the first priority to the family interest, formed the family blood culture based on family blood relationship with strong polymerizing function based on the close relationship among family members inside.

3. Countermeasures of Cultural Factors Influencing the Leadership and Management of Independent College

3.1 Analysis of the Management Model Applicable to the Factors Affecting the Organizational Leadership Culture:

For our college, the positioning of constantly improving and innovating the leadership and management is to study and inherit the good teaching model and management mechanism of our parent college, using flexible educational system of the “private school”, combining with the unique advantages of medical specialty, then we should try to make breakthroughs in teaching and scientific research and forming incremental improvements steadily in the management.

In my opinion, in the first 15 years of running the school, the transformational leadership model is more suitable for my organization. In the next 15 years, my organization needs more connotation development, so I choose the Instructional leadership model.

Instructional leadership “focuses on the direction of influence, not its nature and source” (Bush, 2007, p. 401). This is the essential difference between Instructional leadership and other leadership models. Instructional leadership focuses on teaching and learning, and pays attention to teacher-student cooperation. Instructional leadership is targeted at students' learning of teaching leadership style through teachers, which has become more and more popular in higher education institutions.

Our college has a short history and we can try to improve the teaching ability of our teachers by tutorial system and coach training method. For the leaders, follow-up tracing can be adopted, which means arranging the trainee to learn from the personnel on its post. It is a rather direct way. So it is essential for our college to strengthen the community of practice, which means to gather people with similar researching field to share knowledge and learn from each other.

To enhance my influence as an educational leader, the best way is to study in the innovative education reform environment. Peter Senge's book *The Fifth Discipline* (2006) attracts me because in my practice, the five elements of systematic thinking, mental models, personal mastery, building shared vision and team learning can serve as guidance.

3.2 Based on (Senge et al, 1994, P.314) Distributed Leadership Theory Learning, Improve Leadership Solutions

After 20 years of construction and development, my organization has experienced the first phase of the distributed leadership model in the first 15 years, the informing phase, and the matched managerial leadership. Focused on managing existing activities, rather than future vision which is central to most leadership models.

During this period, the leadership was highly dependent on authority and the learning ability was very weak. The leadership and management were all dependent on the parent institutions. Most of them were in the stage of learning and inheritance, and they were passively told what to do.

The formation of university culture needs decades or even hundreds of years of continuous precipitation, accumulation and refinement. Independent colleges started late and lacked profound cultural deposits, so it was difficult to form cultural personality. In terms of spiritual and cultural construction, it is congenital deficiency. Besides innovation in system, it is also essential for independent colleges to create in leadership and management culture in order to embark on the path of healthy and sustainable development. However, the inherent uniqueness of culture cannot be simply copied and transplanted, which determines that independent colleges should form the characteristic culture based on inheriting the mother culture and promoting their own construction.

At present, my organization is going through the second stage of the distributed leadership model, the selling stage. After the informing stage, the participation level of leadership has been slightly improved, and the learning ability has also been improved. The dependence on authoritative leadership is also far away and less dependent on authoritative leadership.

And then you go through the testing phase, the participatory leadership model, where you can do things spontaneously, where you can engage in leadership actively, rather than being told what to do, where you become your own leader, involved in the work and function of the leader.

In the consultation stage, we can discuss with each other. We will improve leadership participation and strong learning ability. In independent leadership culture mode, we can negotiate with each other and express our own views independently under the premise of independence.

Finally, they reach the stage of co-creation, where they have the least dependence on authoritative leaders. They have the strongest leadership ability and the highest learning ability. Distributed leaders not only means the independence of each other, but also the union with each other after distribution.

Different stages embody various states. The leadership and management culture may change as time flows, and people's expectation for culture may also change, as well as the leadership.

College culture construction of the independent college can't simply copy the" parent "school, but it should adhere to the concept of" people "as the center. According to the independent institute of school-running orientation, independent college should give full play to the subjective initiative and creative potential of all the teachers and students to coordinate the relationship between inheritance and innovation based on inheriting " the matrix "good school culture combined closely with the characteristics of the independent college, then try to push innovations and integrate the advantages of both private enterprise culture and university culture.

Through the accumulation and inheritance of generation after generation of teachers and students, the unique spiritual culture, harmonious institutional culture and unified material culture of the independent college will be cultivated, and the characteristic brand of the independent college will be shaped, and the "college culture" of its own cultural deposits will be formed.

4. Conclusion

Leadership or management is restricted by culture. different leadership methods may occur under different cultural background, with unity and diversity. , I think, due to the advantages and disadvantages of each model and the influence of various cultural factors, educational leaders should not be limited to one particular kind of leadership, but should be led by two or more combined models. In management, the key to the organizational culture of independent colleges is human leadership and management.

First, because the object of culture is man. The management purpose of independent college culture is to make two different cultural fusion to form a kind of new culture. And the new culture can be reflected by the thinking, values and behaviors of members only if it is rooted in all the members of the organization in the school. In that case, the independent college can achieve its purpose of cultural management, otherwise the cultural management will stop at a formal level.

Second, since the main body of implementing the organizational culture of independent colleges is also human, namely, the middle and senior management personnel of independent colleges, so the management of human should be emphasized. We need to build learning organizations, which should be streamlined, flat, lifelong learning to maintain strong competitiveness. The formation of leadership is: long-term lifelong learning process is the accumulation of teaching and experience, we reflect on the wisdom of practice, our leadership has an impact on others, but also by other people's transformation. It's integration, internalization and penetration, all of their cohesion. It's the formation of leadership. Ultimately, we think about all the changes and know how to improve. Leadership or management is subject to cultural constraints. Different cultural traditions have different styles of leadership, has the characteristics of unity and diversity. On the basis of inheriting excellent traditional cultural achievements, we should absorb positive factors and integrate them to form a unique organizational culture.

Educational leaders should adjust their leadership model according to the needs of environment and conditions. In the process of individual training, the leader should point out inadequacy by different means according to the characteristic of member oneself and style, affirming their performance and helping them grow. In the process of tracking, the leader should be good at finding innovations in your workflow, be good at identifying problems and hidden dangers, Timely and correct orientation questions, and firmly grasp the development direction of the organization , and ensure the smooth realization of the goals and tasks of higher education can be perfectly realized. In

our eagerness to improve leadership and management capabilities, we must be clear about the cultural sensitivity of leadership and management in my organization.

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