

# LEADERSHIP OF CHINA CONSTRUCTION SILK ROAD INVESTMENT AND CONSTRUCTION CO., LTD. BASED ON THE FIVE FORCES MODEL IMPROVE RESEARCH

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## Abstract

Under the background of economic globalization, corporate competition has become increasingly fierce, and leadership has become a major factor in determining corporate development. If an enterprise wants to have long-term development, it must improve its leadership and match its development. China Construction Silk Road is located at the starting point of the "Silk Road"-Xi'an. Its rapid development also puts forward higher requirements on leadership. To seize the excellent economic situation of the "Belt and Road", it must improve its leadership in the short term.

Construct the "Corporate Leadership Five Forces Model" and the evaluation index system, and use the Delphi method to investigate and analyze the leadership of China Construction Silk Road, so as to evaluate the leadership of China Construction Silk Road, and propose ways to improve the leadership of China Construction Silk Road. And suggestions to effectively enhance the leadership of China Construction Silk Road Construction Investment Co., Ltd., and provide a solid foundation for China Construction Silk Road to become the most important investment and financing construction group established by China Construction Group Co., Ltd. along the new Silk Road Economic Belt. It provides experience and ideas that can be used for reference for the improvement of other corporate leadership.

**Keywords:** Five Forces Model; Leadership; One Belt One Road; Improvement

## 1 RESEARCH BACKGROUND

The "Belt and Road Initiative" is a platform for regional economic cooperation with China and neighboring countries<sup>[1]</sup> As of the end of February 2019, the number of members has reached 137, and it is a veritable international economic integration organization<sup>[2]</sup>. The "Belt and Road" is an economic development belt, its span is the world's longest, and its economic trend is the world's most potential. As a state-owned enterprise, China State Construction Silk Road Investment and Construction Co., Ltd. has grasped the economic situation of the "Belt and Road" initiative, with the short-term goal of taking root in the northwestern regional market, and establishing itself as the most established by China State Construction Group Corporation in the areas along the New Silk Road Economic Belt. Important investment and financing

construction groups are long-term goals, and also for China the leadership of the Jiansi Road Construction Investment Company puts forward higher requirements.

In today's increasingly competitive market environment, leadership is more and more important for the development of an enterprise, and the leadership of an enterprise is also related to the efficiency of the entire enterprise. It can be seen that the leadership ability of a company has an extremely important impact on the development of the company. If a company wants to achieve long-term development, it must strengthen its leadership.

China Construction Silk Road was established in Xi'an, the starting point of the "Belt and Road" economic belt. It has unique natural geographical advantages. Corporate leadership is one of the ten management concepts that affect the future of Chinese companies<sup>[3]</sup>. In a competitive environment, leadership has

become an important factor in the success of an enterprise. China Construction Silk Road is in a stage of rapid development, and it has also put forward higher requirements for its leadership. In order to seize the excellent economic situation of the "Belt and Road" initiative, China Construction Silk Road must enhance the leadership of Xi'an and even the Northwest region in the short term. In the long term, based on the company's leadership influence in the Northwest region, build China Construction Silk Road as an international leader in the context of the Belt and Road Initiative. It will lay a solid foundation for the establishment of China State Construction Group Corporation as the most important investment and financing construction group along the New Silk Road Economic Belt.

## 2 LITERATURE REVIEW

In 2013, the strategic concept of jointly building the "Silk Road Economic Belt" and the "21st Century Maritime Silk Road" was first proposed by General Secretary Xi Jinping during his visit to the four Central Asian countries<sup>[4]</sup>. The "Belt and Road" strategy will center on China, and the scope of influence will involve more than 60 countries and regions in Asia, Europe and Africa.

In March 2015, the National Development and Reform Commission of China, the Ministry of Commerce and the Ministry of Foreign Affairs jointly issued a document on the construction of the Silk Road Economic Belt Full name of the document: "Promoting the Joint Construction of the Silk Road Economic Belt and the Vision of the 21st Century Maritime Silk Road And Action"<sup>[5]</sup>, March 27, 2015. This means that the "Belt and Road" strategy has entered a stage of comprehensive advancement, and a new stage of China's "going out" era has arrived.

The "Belt and Road" strategy is developed against the background of changes in the world structure and the deepening of economic globalization. It is a new model of international regional economic cooperation proposed by China to promote the continuous deepening of globalization. In recent years, with the promotion of the "Belt and Road" policy, more and more Chinese companies have chosen to

follow the trend of the times, and scholars have also carried out research on companies in this context.

Scholars have various perspectives on corporate research in the context of the "Belt and Road". For example, Zhang Xing and Zhu Lingbin (2020) analyzed and summarized the internal and external risk factors of state-owned enterprises when investing overseas based on a risk-oriented perspective. The internal audit system of state-owned enterprises has made relevant suggestions on the improvement of independence, organizational authority, etc.; Hu Bei, Shen Junlong and Ma Lu (2019) take Chinese private enterprises as the research object, and put private enterprises in the background of the "Belt and Road". The following development forms are summarized as the "International Industrial Park" model, and the advantages and disadvantages of this model will be discussed; in order to understand the impact of mergers and acquisitions integration on business performance under the background of different national cultures and different corporate operating cultures, Su Liuming (2019) Through the method of quantitative analysis, it analyzes the events of Chinese companies participating in mergers and acquisitions integration, and draws the conclusion that different cultural integration modes will have a significant impact on the effectiveness and performance of mergers and acquisitions. Zeng Rui (2018) divided the modes of Chinese enterprises' participation in the "Belt and Road" into four forms: government-private partnership (PPP) mode, establishment of Sino-foreign joint ventures mode, cross-border M&A investment mode and establishment of overseas economic and trade cooperation parks, and selected accordingly Based on the analysis of representative actual cases, suggestions for the development of Chinese enterprises under the "Belt and Road" policy are put forward.

From the above, it can be seen that in the current "Belt and Road" research in China, there are few case studies of large state-owned enterprises. This article will select China Construction Silk Road Construction Investment Co., Ltd. as the main case study object to conduct analysis and discuss the The company's experience and shortcomings in

operating under the background of the "Belt and Road".

### 3. THEORETICAL BASIS: THE FIVE FORCES MODEL OF LEADERSHIP

#### 3.1 Model construction

The research team of Chinese Academy of Sciences Miao Jianming, Huo Guoqing and other researchers put forward the five forces model based on the leadership process in 2006. They believe that leadership is the necessary ability to ensure the leadership process and achieve the leadership goals <sup>[6]</sup>. As shown in Figure 3-1, the model mainly includes five aspects: charisma, influence, foresight, determination, and control <sup>[7]</sup>.

First of all, charisma is the ability of a company or a leader to call on others. It is not so much a kind of ability, but a kind of personality charm, which can infect the personality charm of others, and it is the top-level leadership of the five leadership forces. It mainly includes the following aspects: first, ideals and beliefs; second, personality and self-confidence; third, ethics and cultivation; fourth, wisdom and experience; finally, passion and challenge.

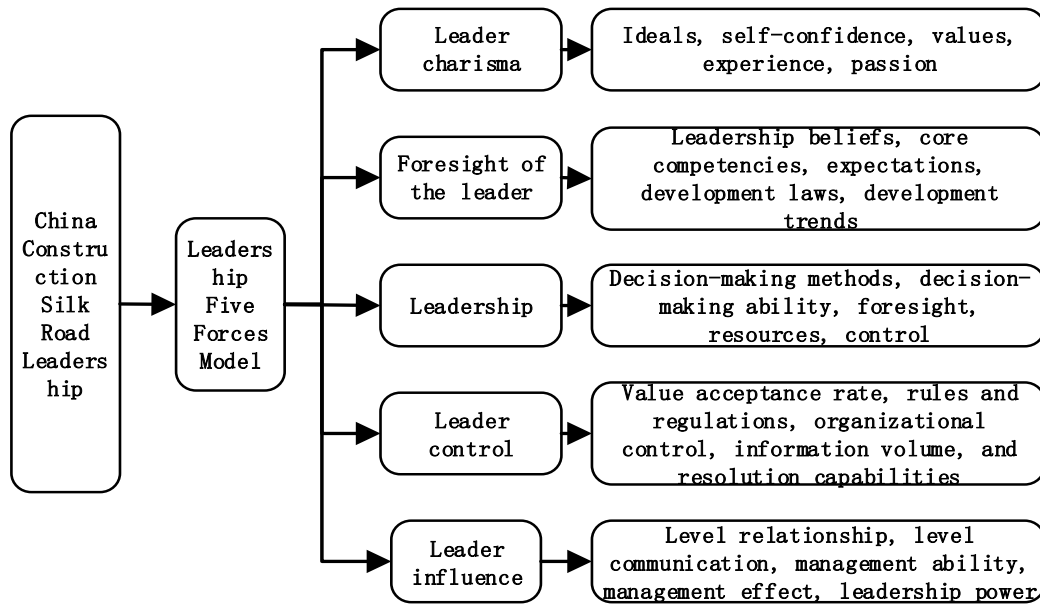
Secondly, influence is the ability to use empathetic communication to change the thoughts and actions of others. It is strategic influence, impression management, the ability to be good at performance, the persuasiveness of goals and the influence of cooperation, etc., it is the influence of being led. The ability of actors and situations. Leadership influence is based on insights into needs and motivations, and changes the behavior of stakeholders by meeting the relevant needs of the leader, establishing friendly contacts with the leader, and achieving good communication, so as to improve leadership performance and an ability to achieve organizational goals <sup>[8]</sup>.

Third, foresight refers to the ability of leaders to control the future development direction and path of the organization in today's business environment full of uncertain factors. Whether the leader can plan the team strategy with

foresight, predict the future correctly, and then lead the team to achieve the common goal is of great significance to the development of the team. Foresight is embodied in the leader's strategic thinking, or embodied in the expectations of the organization's stakeholders, the organization's core capabilities, the grasp of the industry's development rules, and the organization's ability to predict the development trend of the macro environment.

Fourth, decisiveness refers to the comprehensive ability of leaders to quickly judge, select, execute, and modify decision-making plans. This is reflected in how leaders master and use decision-making methods. If the leader has the ability to quickly and accurately evaluate the benefits of decision-making, and can bear the relevant decision-making risks, then he has the decisive power.

Finally, control is the ability to control the process of achieving goals, including methods and concepts of pre-control, in-event control, and post-control. This is especially reflected in the leader's ability to control the situation and the ability to control conflicts. Conflicts and contradictions are problems that an enterprise will inevitably face in the development of an enterprise. However, once conflicts and contradictions occur, they will have a great impact on the atmosphere of the enterprise, which requires leaders to have strong conflict control capabilities. Therefore, conflict control is an important factor in controlling leadership. Combining the above content, this article believes that the five-force leadership model constructed by Miao Jianming and Huo Guoqing (2006) has sufficient explanatory power for the leadership research of China Construction Silk Road. Based on this, this article selects this model as the basis for the questionnaire design. Construct an index system that is more in line with the characteristics of Chinese enterprises (**Figure 1**).



**Figure 1** Leadership evaluation index system based on the five-force model of leadership

**3.2 Questionnaire design**

The survey questionnaire in this article is designed based on the leadership elements obtained by the analysis of the "Leadership Five Forces Model". The questionnaire is divided into three parts. The first part introduces the purpose of the leadership survey of China Construction Silk Road; the second part is to investigate the personal information of employees. The third part is about the influence of various factors on the leadership of China Construction Silk Road. According to the eight dimensions and 18 main categories, 25 questions are set up, and the questions are answered using Likert. Table, namely "not important", "not important", "generally important", "important", "very important", record 1, 2, 3, 4, and 5 respectively.

In this questionnaire survey of employees, the Delphi method was used to evaluate the leadership of China Construction Silk Road. The opinions of the research target groups are solicited through questionnaire surveys. After many consultations, until the opinions of the research target groups tend to be concentrated, the suggestions are summarized and analyzed.

This scoring object is composed of a group of experts from the China Construction Silk Road Agency, various business units, and leading employees at all levels. A total of 166 experienced grassroots leaders and employees at the bottom are selected. Business department and group grassroots leaders, that is, 10 business department assistant general managers

and group department assistant general managers, 25 general staff senior managers of the business department, 30 business managers, 61 business sponsors, 40 business assistants, age distribution 23 -37 years old, covering 13 departments and one office including project management department, human resources department, contract and legal department, planning department, market investment department, general office, etc., to ensure the comprehensive coverage of grassroots leaders, employees, departments and ages, and to ensure the reasonable selection of research subjects Sexuality and comprehensiveness.

The survey period is from December 2019 to March 2020. From December 2019 to January 2020, the first survey was conducted, and 166 valid questionnaires were issued and collected. Leaders and employees actively cooperated. From February to April 2020, a second return visit will be conducted to those who participated in the questionnaire survey for the first time. According to statistics, the average score of the first time personnel for each indicator is greater than or equal to 2, so the indicators listed in the first questionnaire can be used as As for the indicators of the second questionnaire survey, 166 valid questionnaires were distributed and recovered.

**3.3 Survey results**

Through a questionnaire survey of 166 managers and employees, and two rounds of scoring using the Delphi method, through statistics and comparisons, the average

fluctuations in the scores of the two questionnaires were small, and the ranking did not change much. It can be seen that after two questionnaire surveys, the opinions of leaders

and employees basically reached agreement. The results obtained through statistics and analysis are shown in **Table 1**.

**Table 1** Scoring Results of Corporate Leadership

Model	First level indicator	Second level indicator	First round scoring	Second round scoring	Difference (absolute value)	Mean
Leadership Five Forces Model	Leader charisma	ideal	2.86	2.83	0.03	2.90
		confidence	2.9	2.95	0.05	
		Values (corporate culture)	2.97	2.9	0.07	
		experience	2.91	2.89	0.02	
		Passion	2.88	2.91	0.03	
	Foresight of the leader	Leadership philosophy	3.26	3.3	0.04	3.06
		Core competence	2.93	3.05	0.12	
		Expected value	2.98	3	0.02	
		Development Law	3.05	3	0.05	
		development trend	3.07	3.00	0.07	
	Leadership	Decision-making means	2.99	2.85	0.14	2.51
		Decision-making capacity	2.50	2.44	0.06	
		Foresight	2.94	2.95	0.01	
		Resources	2.98	2.97	0.01	
		Control	2.36	2.45	0.01	
	Leader control	Value acceptance rate	3.05	2.98	0.03	3.05
		Rules and regulations	3.08	3.03	0.05	
		Organizational control	3.15	3.1	0.05	
		Amount of information	2.98	2.95	0.03	
		Solving ability	2.98	3	0.02	
Leader influence	Hierarchical relationship	3.04	2.97	0.07	3.07	
	Hierarchical communication	3.07	3.23	0.16		
	Management ability	3.21	3.28	0.07		
	Management effect	2.81	3.05	0.24		
	Leadership power	3.04	3	0.04		

The scoring results based on the Delphi method are shown in Table 3-1. Questionnaire survey questions are scored using the Likert scale, namely "not important", "not so important", "generally important", "important", and "very important", which are recorded as 1, 2, 3, 4, and 5 respectively. The scores range from low to high, which means that the interviewee believes that the importance of this factor on corporate leadership is from low to high.

#### 3.4 Result analysis

Take the average of two rounds of scoring, and analyze the five powers of leadership. The scoring from high to low are Leader Influence

(3.07), Leader Foresight (3.06), Leader Control (3.05), and Leader Charisma (2.98), the determination of the leader (2.51).

From the above scoring results, it can be seen that corporate employees generally believe that the leadership influence, foresight and control have an important impact on the improvement of the leadership of China Construction Silk Road at the current stage, which is the key aspect of the improvement of current corporate leadership; leader's inspiration And the determination score is less than 3, and the ranking is low, it can be seen that the leader's charisma and determination have little

influence on the current leadership improvement of the company.

On the one hand, charisma, as the highest level among the five leadership strengths, scored low in the evaluation results, indicating that employees generally recognize the charisma of the leaders of China Construction Silk Road, that is, the leaders have good charismatic leadership. The leader of China Construction Silk Road is a long-term battlefield member of China Construction. Long-term front-line work experience and rich management experience have honed the unique personality, self-confidence and courage of China Construction Silk Road leaders. The passion of challenge, as a Communist Party member, always requires himself to carry out poverty alleviation work while the work of the enterprise is carried out, and give full play to the social responsibility of central enterprises.

On the other hand, as an extension of foresight and influence, decisiveness is the ability of a leader to make decisive decisions. The lowest score in this evaluation indicates that he has good decisiveness and is a leader of China Construction Silk Road. In the development of the enterprise, the ability to seize the opportunity decisively and make the right decision will enable the rapid development of the enterprise and the unanimous recognition of employees. This is also an important reason why China Construction Silk Road has achieved such rapid development in just three years since its establishment in 2016.

Therefore, this article believes that the improvement of the leadership of China Construction Silk Road can be discussed in terms of leadership influence, foresight and control.

#### *3.4.1 Leadership influence*

Leaders have the highest score for influence (3.07), which mainly includes five aspects: hierarchical relationship, hierarchical communication, management ability, management effect, and leadership power. From Table 4-1, it can be seen that the scores of management ability (3.21), level communication (3.07), level relationship and leadership power (3.04) are above 3, indicating that these four items have a greater impact on the improvement of corporate leadership. The highest score in management ability

indicates that employees believe that the management ability of leaders has a great influence on the improvement of corporate leadership. Leaders' excellent management ability will enhance the management effect of the company and thus enhance corporate leadership; the second in level communication and relationship Third, it shows that employees at all levels of the company generally believe that the current China Construction Silk Road should strengthen communication at all levels and strengthen the company's relationships at all levels. This is an important factor in enhancing the company's team cohesion and leadership; leadership power is tied for third, China Construction Silk Road The establishment time is relatively short, and the distribution of leadership power at all levels has not been balanced. Leaders' balanced distribution of leadership power will improve the management efficiency of the company and increase the motivation of employees.

#### *3.4.2 Leaders' Foresight*

The evaluation of the leader's foresight score second (3.06) includes five aspects: the leader's leadership philosophy, core ability, expectation, development law and development law. According to the scoring results in Table 4-1, the scores of leadership philosophy (3.26), development trend (3.07), and development law (3.05) are above 3, indicating that these three items are the three that employees think are more important for the improvement of the leadership of China Construction Silk Road. Factors.

Leadership philosophy scores first. Employees generally believe that the leadership philosophy of the leader is very important to the improvement of corporate leadership. The leadership philosophy of the leader will determine the direction of corporate development. For the new company of China Construction Silk Road, a good development philosophy is especially important This is also the reason for the loyalty of employees; the development trend and development law scores are ranked second and third. The leader's accurate control of the development trend and development law of the company will make the company follow the industry development law and grasp the market. Policies are more important for the rapid development and

leadership enhancement of enterprises.

#### 3.4.3 Leadership control

Leaders score third in control (3.05), including five aspects: value acceptance rate, rules and regulations, organizational control rate, information volume and ability to solve. Organizational control (3.05), rules and regulations (3.08), and value acceptance rate (3.05) scores greater than 3, indicating that these three items have an important impact on the improvement of corporate leadership. Organizational control and rules and regulations are equally divided into the first and second places. Organizational control and rules and regulations complement each other. Business leaders manage by formulating rules and regulations to strengthen the control of the business organization. The improvement of corporate control The rules and regulations put forward new requirements. These two items are very important for the improvement of corporate leadership; the value acceptance rate is ranked third. Whether the values of corporate leaders can be recognized and accepted by the company is related to corporate culture and values, and for the improvement of corporate leadership is a big obstacle.

#### 3.4.4 Leader Charisma

The fourth score (2.9) includes ideals, self-confidence, values (corporate culture), experience, and passion. The scores of five aspects of leadership charisma are less than 3. It can be seen that the survey staff generally recognize the leadership of CSCEC leaders inspiring leadership. Therefore, CSCSC's leadership inspiring leadership is not the current direction of CSC's leadership improvement.

#### 3.4.5 Leaders' Decisiveness

The fifth score (2.51), including the five aspects of decision-making means, decision-making ability, foresight, resources and control. The scores in five aspects of leadership determination are less than 3, which shows that the leadership of CSCEC leaders has been unanimously recognized by employees and is not the current focus of CSCSC's leadership improvement.

In summary, through research, analysis and evaluation, we know that the influence, foresight and control of leaders play a key role in the improvement of corporate leadership. Therefore, combined with the above analysis,

the following three aspects will discuss the leadership enhancement of other companies in the context of the "Belt and Road" initiative.

## 4 CHINA CONSTRUCTION SILK ROAD LEADERSHIP IMPROVEMENT PATH

### 4.1 Forward-looking leadership improvement based on a strategic perspective

The effectiveness of leadership depends on its adaptability to the environment or organization. Therefore, the improvement of leadership often occurs when the company has greater demand or consumes less cost but can achieve greater results. The improvement can be from the following three Learn from each aspect.

#### 4.1.1 Expanding the market

On the one hand, as the Northwest Regional Headquarters of China State Construction Engineering Co., Ltd., Xi'an market is still our advantage and we insist on intensive cultivation of Xi'an. It is necessary to keep a close eye on the "5 100-kilometer" plan, build a provincial investment platform, and expand the Northwest market. It is necessary to implement the overseas priority strategy, accelerate the promotion of the vitality of international market operations, and seize the overseas market. Create "the most important investment, financing and construction group established by China State Construction Group Co., Ltd. along the New Silk Road Economic Belt."

#### 4.1.2 Optimize enterprise management mode

As an investment company, China State Construction Silk Road, although investment is its main business, should make adjustments and optimize its corporate management model when the economic situation is down. Closely centering on the mission of China State Construction to create a "world-class model enterprise", we should build a solid foundation, fill up shortcomings, reform and innovate, and promote high-quality development of the enterprise at a higher level. Realize the joint construction of "first-class investors, high-end builders, and characteristic operators", benchmarking world-class enterprises, benchmarking advanced enterprises in the industry, adhering to stability while seeking progress, being brave to try first, and taking full advantage of mergers and acquisitions, restructuring, etc. Through various methods, we will continuously enlarge our main business

advantages, accelerate the development of new businesses, and set a model benchmark in the field of construction investment and construction in China.

*4.1.3 Grasp the law of development, seek progress while maintaining stability, and achieve a leap*

As China Construction Silk Road, the leader insists on the "investment traction" function of China Construction Silk Road. Adhere to the investment function as our main business and profit point, and there must be no negligence. As the leader of the investment company, China State Construction Silk Road is at the forefront of the industrial chain, striving to become a think tank and partner of the government, actively making suggestions, changing "following projects" to "building projects", and deeply participating in the preliminary planning and consulting Plan demonstration, intervene in advance in the feasibility study, financing, project approval, planning, and design links to lock the source and ensure low risk and high quality.

#### **4.2 Influence enhancement based on talent training system**

In the process of improving leadership, leadership is required to adapt to the organization or environment to the greatest extent to meet the needs of different situations. For this reason, the following three aspects can be considered.

*4.2.1 Optimize the talent selection and promotion mechanism*

For the improvement of leadership, the support and intervention of the top is an important driving force. On the one hand, the senior management has a clearer understanding of the company's positioning and personnel training, and therefore has a significant advantage in enhancing the company's leadership. On the other hand, if the senior management can actually participate in the process of building the company's organizational structure, and establish a scientific and complete learning and sharing mechanism, it will effectively promote the process of leadership improvement.

In addition, in order to ensure that leadership enhancement measures can be implemented and efficiently implemented, it is necessary to highlight the role of performance appraisal, and rewards and punishments are an indispensable driving force, which not only helps to improve the initiative and enthusiasm of employees, and

forms strong learning The atmosphere is also conducive to building a good corporate culture and further enhancing leadership.

*4.2.2 Improve leadership at all levels of China Construction Silk Road*

In the process of improving leadership, one should also be aware of the diversity and differences of leadership levels, and grassroots leadership is a force that is easily overlooked in corporate leadership and needs further attention. In actual work, grassroots leaders communicate with employees more frequently and have a more focused attitude towards work. They play an important role in team building. Once the leadership of grassroots leaders is reduced, the enthusiasm of team members will be Substantial reduction will ultimately affect the productivity of the enterprise. Therefore, only by establishing bottom-up leadership is the long-term survival of the enterprise and the goal of sustainable development can be achieved. Of course, this requires all levels of management in the company to actively participate in the process of improving leadership, exert subjective initiative, have goals, ideas, and pursuits, so that the company can adapt to changes in the external environment and meet market needs. .

*4.2.3 Optimize the management system of China Construction Silk Road*

Carry forward the "people-oriented" core values of China Construction Silk Road, further enhance the corporate culture of China Construction Silk Road, build a high-quality corporate management team, and effectively solve the existing management problems of China Construction Silk Road. The implementation content specifically includes standardizing, shaping and upgrading existing corporate leadership to ensure the sustainable development of corporate leadership.

#### **4.3 Enhancement of control power based on the institutional standard system**

"If you don't follow the rules, you can't build a circle." The successful realization of the development goal of CSC Silk Road's corporate leadership enhancement requires the company to formulate perfect specifications to match it, and use specifications to assess and evaluate the corporate leadership enhancement effect.

*4.3.1 Strengthen the shaping of corporate values*

The leaders of China Construction Silk Road must persist in value shaping, insist on



achieving first-class corporate culture, increase the recognition of corporate values, strengthen corporate cultural leadership, cohesion, appeal and appeal, and promote corporate cultural brand influence and popularity. In the next 5 years, we will continue to promote and implement the unique value concepts of China Construction's "Expanding Happy Space" and China Construction Silk Road "Silk Road International, China Construction Territory, Silk Road Civilization, China Construction Inheritance", etc., and continuously improve its position and broaden its vision. , Renew the perspective, and insist on the construction of corporate culture.

#### *4.3.2 Improve the organizational control of China Construction Silk Road*

The leaders of China Construction Silk Road must strengthen organizational management and control. China Construction Silk Road has developed rapidly in the past three years, with 8 business divisions and investment companies under the divisions. Only by strengthening the organization and management at all levels can the organization and management efficiency of China Construction Silk Road be improved. On the one hand, formulate a management system, strengthen the level of management system, strengthen communication between levels, and improve management effects; on the other hand, it is necessary to strictly control the overall quality of talents at all levels and rationalize the talent structure. This puts a severe test on the control of China Construction Silk Road. If it only relies on vertical management, it will seriously hinder the rapid expansion of the company. This requires leaders to have hierarchical control over the organization, control the enterprise hierarchically, and improve management effectively, strictly control the staffing of different business segments of the company, strengthen the construction of professional and technical backbone team, and ensure that all levels of talents are adequately staffed. Improve the organizational control of China Construction Silk Road.

#### *4.3.3 Establish system specifications*

The lack of corporate system standards and corporate culture will seriously affect the improvement of corporate leadership and ultimately affect the strength of the company. Therefore, on the one hand, the leaders of

China Construction Silk Road should build a complete regulatory system and take effective leadership enhancement measures. On the other hand, they should improve the flexibility of the rules and regulations. With the rapid expansion and development of the company, the rules and regulations should also follow dynamic adjustments, improvements will be more conducive to the long-term value of the enterprise in the future.

## **5 CONCLUSIONS AND RECOMMENDATIONS**

Based on the related concepts of the Belt and Road Initiative, leadership and corporate leadership, this article analyzes the status quo of corporate leadership at home and abroad, and then uses the "China Construction Silk Road" as an example to conduct research, and build a leadership model based on the five forces. The status quo of China Construction Silk Road's leadership is analyzed, and the company's leadership is investigated and evaluated using questionnaire surveys and data analysis methods. Based on the results of research and evaluation, a path to improve corporate leadership is proposed. The conclusions drawn in this article are as follows:

(1) The appeal and decisiveness advantages of China Construction Silk Road need to be further expanded. The leaders of China Construction Silk Road have good charisma and determination. As the top leadership of China Construction Silk Road, charisma has good charisma, which shows that leaders have noble personality, lofty self-confidence and ideals and dare to face challenges. The passion to face challenges has laid the foundation for China State Construction Silk Road's leadership. As the implementation level of leadership, determination plays a decisive role in the effectiveness of corporate leadership. China State Construction Silk Road leaders have good decisive power, which shows Leaders can always make accurate and timely decisions at critical moments of company development.

(2) Broaden the foresight of the leaders of China Construction Silk Road. On the one hand, to adjust the strategic deployment, it is necessary to strengthen Xi'an's home field advantage, continue to expand the regional market, step out of Xi'an, form the Northwest

regional market, expand China State Construction's northwest regional market influence, and move towards becoming a "China State Construction Group Corporation in the New Silk Road Economy". The most important investment, financing and construction group established in the areas along the route" will work hard. On the one hand, optimize the corporate management model to achieve the goal of "first-class investors, high-end builders, and characteristic operators"; finally, grasp the law of industry development, seek progress while maintaining stability, and achieve a leap.

(3) Expand the influence of China Construction Silk Road leaders. There are still many shortcomings in the influence of China Construction Silk Road. First, optimize the talent selection and promotion mechanism to ensure that talents will not be lost; second, improve the leadership of China Construction Silk Road at all levels and form a good management system and leadership of China Construction Silk Road. Atmosphere; Third, optimize the management system of China Construction Silk Road.

(4) Strengthen the control of China Construction Silk Road leaders. With the continuous development and expansion of the enterprise, the original control of the enterprise has revealed its shortcomings. On the one hand, it is necessary to strengthen the shaping of corporate values and increase the acceptance rate of corporate values; on the other hand, it is necessary to improve the organizational control of China Construction Silk Road; and finally, to build a complete system of rules and regulations for China Construction Silk Road and manage it with rules and regulations.

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