

Research on the Characteristics of Leaders in Public Welfare (Type) Social Organizations -- Take Jet Li of One Foundation as An Example

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Abstract

With the vigorous development of non-profit organizations in China, especially the prosperity of public welfare social organizations, how to promote the sustainable development of public welfare social organizations has become a hot research topic in academic circles, and leaders, as the leader of public welfare social organizations, play an indispensable role, so it is very important to his research. At the same time, the domestic research on the theory of leadership traits is still in its infancy. The research on charismatic leadership theory is very inadequate, lack of independence and innovation, mainly manifested in the excessive listing of western research results, mainly focusing on the analysis of the leadership characteristics of the government and enterprises, but not in-depth discussion of the charismatic leadership characteristics of non-profit organizations. Based on the case study of one Foundation, this paper makes a brief analysis of the characteristics, functions and shaping paths of charismatic leadership, in order to provide reference for the cultivation of outstanding leaders in public welfare social organizations, the promotion of modern leadership and the realization of organizational performance goals.

Keywords

Non-profit social organization; Charismatic Leadership Traits; One Fund; Jet Li.

1. Introduction

Since the reform and opening up, Chinese society has been in a period of rapid transformation. With the continuous promotion of the construction of "small government, big society", non-governmental organizations have sprung up like bamboo shoots after a spring rain under this good opportunity, not only the number has increased significantly, but also the scope of business has expanded to all fields of social life. Because of its unique folk, non-profit, voluntary and other characteristics, non-governmental organizations play an irreplaceable role in providing public goods and services, maintaining social justice, building civil society and the needs of social pluralism. Non-governmental organizations are located between the government and private enterprises, which integrate the characteristics of the government and enterprises. They not only have the vitality of enterprises, but also bear the responsibility and mission of promoting public interests. They are indispensable "supplements" to the society. Non-governmental organizations cover a wide range of non-governmental organizations, among which the public welfare social organizations, which are classified on the basis of the service objects of the organizations, can not be ignored in the non-governmental organization system, which includes three categories of non-governmental organizations in our country: social organizations, foundations and private non-enterprise organizations. Under the background of the innovation of social management and the construction of harmonious society in our country, public welfare social organizations have unique and incomparable advantages

in filling the "governance vacuum" of the government and serving as the "harmonious cell" of social development because of their strong voluntary, public welfare and non-profit attributes. Therefore, promoting the vigorous development of public welfare social organizations has become an irreversible trend.

Each social organization has its own life cycle, and public welfare social organizations are no exception. At present, the development of public welfare social organizations is facing fierce competition in the aspects of credibility, funds, personnel and organizational development. New organizations are springing up like bamboo shoots after a spring rain. If public welfare social organizations want to win survival opportunities in a fierce environment, they must learn from enterprise organizations and carry out organizational reconstruction. This requires organizational leaders to lead employees to change from top to bottom, and to reformulate organizational development strategy and design organizational structure according to the continuous changes in the internal and external conditions of the organization. Whether we can cope with the unpredictable social environment and the smooth promotion of organizational change is closely related to the characteristics of leaders. Especially, at present, the development of public welfare social organizations in our country is still in its infancy. Compared with the government and enterprises, there are some problems in social organizations, such as insufficient resources and insufficient ability. In this period, we need "tower characters", that is, charismatic leaders, to use their own charm to encourage organizational members to carry out organizational change to achieve organizational goals.

As an advocate and practitioner of Chinese public welfare industry, one Foundation is the first successful private public offering foundation in China. Its unique public welfare concept and charitable interaction model have also explored an innovative way for Chinese private public welfare, and greatly promoted the development of Chinese private public welfare. As the initiator of one Foundation, Mr. Jet Li is the core force to create this miracle. He provides a model for the successful development of public welfare social organizations by giving full play to his own charismatic leadership characteristics. In addition, the domestic research on charismatic leadership theory is still very inadequate, and lack of independence, mainly manifested in the excessive list of Western charismatic leadership theory research results, mainly concerned about the government and enterprise leadership characteristics analysis, but the social organization charismatic leadership characteristics have not been discussed in depth. In this context, based on the case study of one Foundation, this paper makes a brief analysis of the characteristics, functions and shaping paths of charismatic leadership, in order to provide reference for the cultivation of outstanding leaders in public welfare social organizations, the promotion of modern leadership and the realization of organizational performance goals.

2. Charismatic Leadership Characteristics

Max Weber, an expert in German sociology, first put forward the concept of "charisma", that is, "charm" at the beginning of the 20th century, which is a natural attraction and appeal of leaders to subordinates, that is, influence. Charismatic leadership (Charismatic Leadership) is the authority based on "a love of an individual's extraordinary sacred, heroism or exemplary quality, as well as normative forms or orders revealed or promulgated by him". Conger & Kanungo research points out that charismatic leaders are not satisfied with the status quo, set easy-to-understand goal prospects for subordinates, and make subordinates identify with their lofty ideals and aspirations, are very sensitive to changes in the environment, and take decisive measures to change the status quo, their behavior is not stereotypical and has a strong spirit of risk-taking. That is, charm is a personality phenomenon, subordinates are vulnerable to the influence of leadership charm and follow the leadership, charismatic leadership will have a positive impact on subordinates. House describes charismatic leadership as someone who

believes and trusts subordinates, has high expectations for subordinates, has an idealistic vision, and takes advantage of role models. Bass combines leadership with situations, believing that charismatic leaders have outstanding debate and persuasion skills, as well as technical expertise, and that they contribute to changes in attitudes, behaviour and emotions among followers.

The role of charismatic leadership in promoting organizational members can be reflected in five aspects: first, charismatic leaders are good at using vision incentives to provide employees with a recognizable and imaginative vision for the future, and can persuade employees to accept the goal of changing the status quo. According to Mons goal-oriented theory (Goal-Orientation Theory), when leaders provide employees with clear and passionate goals, employees enter the goal-oriented process, resulting in higher behavioral motivation and positive mentality. Under the vision incentive of leaders, subordinates agree with their goals in the organizational work, and the vision motivation of charismatic leaders can improve the potential creativity of employees. Second, charismatic leaders will respond positively to the needs of their subordinates. According to the theory of leadership member exchange, when leaders are sensitive to and meet the needs of employees, employees will return their work to leadership with more active work. Therefore, subordinates who are concerned by charismatic leaders are more willing to improve their efforts to invest in innovative work. Third, charismatic leaders always grasp the changes in the environment, and take timely and effective measures to deal with all kinds of changes.

According to the view of Mintzberg manager role school, leaders take on the role of information contact between within and outside the organization, which can transmit external information and knowledge to the members of the organization in time and improve the adaptability of the organization. Subordinates can obtain useful information and knowledge from leaders, both inside and outside the organization, thus improving the potential creativity of organizational members. Fourth, charismatic leadership in order to achieve organizational goals and beyond the rules and procedures of the supernormal behavior, it is easy to attract the attention and learning of the members of the organization. The experiments and countless life examples of social psychologists show that the dominant people often become role models for the members of the organization to imitate. Subordinates learn to resist the restrictions of systems and norms, improve the freedom of work of organization members, from conducive to the emergence of creative ideas and views of organization members. Fifth, charismatic leaders are often not satisfied with the status quo, and continue to take measures to seek breakthroughs and changes. The adventurous behavior of charismatic leadership just conveys the motivation and courage of bold action to the members of the organization, which makes the members of the organization no longer conservative, which is conducive to the members of the organization to try different ideas and methods, which may improve the potential creativity of the members of the organization. As a result, we sum up the charismatic leadership characteristics into five aspects, namely, clear vision, motivation of subordinates, attention to the environment, abnormal behavior and self-sacrifice.

2.1. A clear Vision

Vision refers to the direction, goals, ideals and aspirations of the long-term development of the organization, as well as the social responsibilities and obligations set by the organization itself, and clearly specifies the blueprint for the development of the organization in the future. For enterprises, the description of its "blueprint" is mainly from the influence on society, the share of the market or industry, and the relationship with customers, shareholders, employees, society and other stakeholders. For non-profit organizations, it means the extent to which organizations contribute to society. As Drucker, a famous management master, put it: Public welfare social organizations are the organizations with the strongest sense of mission and sense

of responsibility. They aim at "changing human beings" and "changing the public". If they take mission first, there will be no non-profit organizations without ideas. Generally speaking, vision includes three basic elements: what everyone expects, what everyone is willing to work for, and what can be approached step by step through efforts. Organizations need to be guided by vision at all times. An organization without vision is like a person without ideals and pursuits, and it is difficult to achieve anything. A clear organizational vision not only provides a clear direction for leaders in the allocation of resources and the direction of development, but also inspires the enthusiasm and passion of the members of the organization to determine the path of development in the future.

Li Lianjie Since the establishment of the one Foundation in 2007, it has had a clear idea of its own public welfare dream and the mission and vision of the one Foundation. Jet Li woven his 10-year public welfare dream into three three-year plans, the first three-year plan to enable the one Foundation to go to Li Lianjehua and become a public offering foundation, the second three-year plan to become a public welfare research institute, and the third three-year plan to be a public welfare hospital. Among them, the public offering foundation and the public welfare research institute's goal has been completed ahead of time, and the construction of the public welfare hospital is also in progress. In addition, since its birth, the one Foundation has a clear vision and mission. As an advocate and practitioner of China's public welfare industry, one Foundation is committed to spreading an innovative and inclusive public welfare culture, and building a transparent and sustainable public welfare platform to promote the development of public welfare undertakings; at the same time, to provide humanitarian assistance for all kinds of natural disasters as much as possible. One Foundation advocates the global public welfare concept of "one Foundation and one Family", promoting the charitable interaction model of one dollar per person per month and one family caring for each other, that is, every person + every month + every 1 yuan = 1 big family. Since then, with the Shenzhen one Foundation Public Welfare Foundation registered and established in Shenzhen on December 3, 2010, the first private public offering foundation in China has formulated a unique strategic model, "one platform + three areas," with the vision of "doing everything I can," that is, dedicated to building a professional and transparent one-fund public welfare platform, focusing on disaster relief, child care, and the training of public welfare personnel. It can be seen that the concept and vision of the one Foundation is constantly developing and scientific and clear.

2.2. Motivate Subordinates

The core values of public welfare social organizations are charity and volunteerism. The purpose of the organization is to improve social services, reorganize social values, and construct a healthy society full of humanistic spirit. The core of the leadership of public welfare social organizations is to transform people and train qualified citizens for the society. Otherwise, public welfare social organizations can not raise funds for a long time, nor can they attract highly dynamic and efficient knowledge workers, let alone truly realize their own value. Because public welfare social organizations often have multiple goals and face multiple interventions, they should choose dynamic and strong leaders to enter senior positions. These leaders have the ability to apply their own values to decision-making; can make full use of their rights to make important choices; and can exert influence so that the work of other people can also reflect its values. Only the leaders with this ability can eliminate the improper intervention of many donors in public welfare social organizations, establish the management objectives of the organization, effectively guide the changes of the organization, and promote the development of various activities.

Like administrative organizations and market organizations, leaders of public welfare social organizations need to encourage followers to take the initiative to complete their own work and actively make more contributions to the development of the organization. In particular,

leaders of public welfare social organizations do not rely on their authority or grasp of resources to play an incentive role, but rely more on their own self-cultivation, knowledge, ability, emotion and other personality charm to motivate followers. As an international superstar, Jet Li has many fans and has a strong appeal and appeal, which provides great convenience for the construction and development of an efficient team of one Foundation. In terms of the composition of the team, Jet Li, with his charisma, hired dozens of staff from different professional backgrounds to work full-time for one Foundation and formed an efficient executive team, including senior managers with multinational work experience and working experience in the top 500 companies. At the same time, one Foundation also has a large number of one Foundation family ideas, and promised to donate one hour a month to the Fund to volunteer time to develop and promote public welfare undertakings of the elite from all walks of life. And more importantly, a lot of one fund volunteers, not just in one activity as volunteers, but in a long period of time in a collective organization, there is stronger cohesion, but also better persistence. It can be seen that Jet Li's incentive to his subordinates is omnidirectional and lasting.

2.3. Pay Attention to the Environment

At present, the social environment of public welfare social organizations is complicated and unpredictable. In order to make the organization move forward continuously in the tide of the development of the times and realize the leapfrogging development, it requires the leaders of public welfare social organizations to have keen observation and insight ability to the environment, actively adapt to the changes of the social environment, take corresponding measures in time, and correctly deal with the opportunities and challenges brought to us by the environmental changes.

One Foundation was established in 2007, has been restricted by the dual licensing system, non-governmental charitable organizations must find the official background of the affiliated units in order to register. "one Foundation" has been attached to the Red Cross Society of China, there is no independent account. Because of the identity problem, "one Foundation" has been lack of public offering qualification, also can not obtain sufficient charitable funds, "one Foundation" charity activities are greatly restricted. Linked to the Red Cross Society of China, the one Foundation can only make special plans, lack of independent power to use donations. In 2008, the Ministry of Civil Affairs identified Shenzhen as a pilot city and signed an agreement with the Shenzhen Municipal Government in 2009 to explore the establishment of a system for social organizations to apply directly to civil affairs for registration. On January 11, 2011, the "one Fund", which was not registered for four years, benefited from the bold innovation and attempt of the Shenzhen Special Administrative region, and finally got a valuable ID card. "one Fund" changed its name to "Shenzhen one Fund Public Welfare Foundation" and officially listed in Shenzhen. The "one Fund", a public offering foundation initiated by private organizations, has since been qualified as an independent legal person. This is the first fund in China that has been successfully transformed into a public offering foundation by a fund under the public offering foundation. The transformation of one fund from private placement to public offering reflects that Jet Li, as the leader of the organization, actively pays attention to the changes in the internal and external environment of the organization, and actively carries on the organizational change, thus making the fund get out of the predicament of "identity" and develop smoothly.

2.4. Abnormal Behavior

Abnormal behavior is a symbol of charismatic leadership with distinctive personality, which is often regarded as strange, contrary to tradition and unconventional, but once successful, it will be regarded as a miracle and lead to the admiration of subordinates. Abnormal behavior of leaders is usually achieved through innovative decisions. Jet Li's behavior to set up the one Foundation has created a miracle of public welfare in China. On December 26, 2004, a 9.3

magnitude earthquake struck the Indian Ocean, which triggered a tsunami with waves as high as more than ten meters. At that time, Jet Li was at the scene of the shipcrash. The tsunami and earthquake killed hundreds of thousands of people, and Jet Li was lucky to survive and decided to give it back to society. In 2007, Jet Li founded the one Foundation, which was the first person in China to connect the charity of the rich with the charity of stars. Jet Li's influence, platform + entrepreneur's capital, strength and business model, they each take what they need, influence each other, and make a change in China's philanthropy. One Foundation is committed to spreading the public welfare culture of innovation and participation of everyone, creating a transparent and sustainable public welfare platform for public trust, and promoting the development of public welfare undertakings. In cooperation with Beijing normal University, China's first Public Welfare Research Institute, Beijing normal University one Foundation Public Welfare Research Institute, has been established in order to train professionals in the field of public welfare. No matter from the practice and the theory aspect, all has embodied the public welfare innovation.

2.5. Self-sacrifice

With the gradual development of the organization, charismatic leaders began to turn from the original intrinsic work value to hope to limit the workload of members and formalize their own power, at this time gradually formed a bureaucratic atmosphere in the organization. Some members who have taken the initiative to follow have begun to resent the institutionalized system in the organization, and the overly strong leadership behavior of charismatic leaders and the tendency to pursue organizational rules will make employees feel the unsincerity of charismatic leaders, and then attribute their conceived organizational goals to the needs of charismatic leaders themselves. When the leadership behavior of charismatic leaders and all the efforts they use to motivate their employees are interpreted as "hypocrisy", employees begin to have a state of negative participation in the work, from a state of active identity to a state of passive identity.

Jet Li is a "first-line kung fu superstar" and "kung fu emperor", but he is also the founder of the one Foundation. Since the establishment of the one Foundation, various public welfare relief and strategic plans have been inseparable from Jet Li's selfless efforts. Jet Li has gone to the front line of earthquake relief, has raised funds for the one fund groveling, and even shelved acting work for his own public welfare. Wait. More importantly, in order to realize the sustainable development of the one Foundation, Jet Li put forward the great idea of "removing Jet Li". Jet Li believes: "it is not Jet Li who is donating money. If Jet Li is not here, loving people will not come, because everyone is in fact its shareholders. Therefore, Jet Li must withdraw and must be supervised by entrepreneurs and society." As long as one fund is in place, it will participate in the whole management concept. " All these reflect the spirit that Jet Li, as the leader of the organization, sacrificed himself for the sustainable development of the organization.

3. Charismatic Leadership Trait Shaping Path

3.1. Shape the Charm of Leadership with Extraordinary Personality

Extraordinary personality quality, solid professional skills, rich cultural knowledge and other factors are the important sources of leadership charm. Get the charm of leadership. These factors must be taken into account. On the one hand, pay attention to the improvement of the cultural quality of leaders, which is the basis of cultivating charismatic leadership. Cultural quality includes the breadth of cultural knowledge and the depth of professional knowledge. An effective leader should be their mentor first and foremost for his followers. If a leader lacks professional and cultural knowledge, he or she will not be able to lead successfully and

effectively, let alone gain followers. A leader is knowledgeable and knowledgeable, and does not need to dress up deliberately to produce a respectable and convincing temperament from the inside out, which is an important source of leadership charm. On the other hand, it is necessary to pay attention to the improvement of the moral quality of leaders, which is necessary to cultivate charismatic leadership. To a large extent, the influence of charismatic leadership on subordinates is based on the followers' recognition of their noble personality and correct conduct, which requires leaders to constantly strengthen their study, keep progress at all times, be highly vigilant against the invasion of corrupt ideas on themselves, lead by example, and always maintain the nobility of their own moral quality. Over time, we can gain the persuasion and respect of our followers, and we can also shape the true charm of leadership. Jet Li was once famous for carrying forward Chinese martial arts and has a "natural" leadership charisma. Since the establishment of the one Foundation to join the public welfare, Jet Li has transformed into a social entrepreneur with international influence. Under his leadership, the one Foundation, which was founded for only two years, has achieved remarkable results. Many disasters have been rescued at home and abroad, and for their outstanding performance in the Wenchuan earthquake, they were awarded the 2008 China Charity Award by the Ministry of Civil Affairs.

3.2. Maintain the Charm of Leadership with A Good Relationship Between Subordin-ates and Subordinates

The cultivation of charismatic leadership not only depends on the unilateral efforts of its subject, but also on the power of the object can not be ignored. Therefore, the cultivation of charismatic leadership must attach importance to followers, must pay attention to the role of subordinates and subordinates. On the one hand. Sincere treatment of followers is the basis for cultivating a good relationship between subordinates and subordinates. Sincere treatment of followers includes honest and sincere cooperation with followers in their work, so that followers and leaders share the same values and vision. It is also included in life, the concern for followers, this kind of concern is beyond the working relationship, the resulting subordinate relationship is beyond the reach of the general relationship between subordinates and subordinates, and the role and skills of this relationship in the work are beyond imagination. On the other hand, always pay attention to the needs of followers, which is complementary to the cultivation of good subordinates and subordinates. A good leader focuses not only on the progress and completion of the work. What is more important is the understanding and satisfaction of the needs of followers in this process. Only by paying attention to the changing needs of the followers and meeting them at the right time can the followers have a lasting follow to them. This is a condition for a good relationship between subordinates and subordinates, and it is also an important way to maintain the charm of leadership. In 2010, the Preparatory Committee for China's "one Fund" public welfare fund was established. The Preparatory Committee is composed of Mr. Wang Shi China Merchants Bank Mr. Ma Weihua, president of Lenovo, and Mr. Liu Chuanzhi, president of Lenovo Alibaba Ma Yun, Ma Huateng of QQ, Niu Gensheng of Mengniu, Feng Lun, Jet Li and Zhou Weiyang are composed of Ma Yun, Ma Huateng of Mengniu, Feng Lun, Jet Li and Zhou Weiyang. Through his own appeal, Jet Li condensed the enterprise leaders to participate in the public welfare, integrated the resources of social enterprises, and overcome the resource dilemma in the development of public welfare social organizations.

3.3. To Enhance the Charm of Leadership By Correctly Exercising the Power in Your Hands

The acquisition of leadership charm not only includes non-power charm, but also includes the charm based on legal power. Therefore, leaders must strictly discipline themselves and exercise their power correctly in order to enhance the charm of their leadership. On the one hand, leaders must strictly discipline themselves, always maintain the political nature of down-to-

earth and arduous struggle, resolutely resist all acts of corruption, make good use of their power, and refrain from using power for personal gain. Only in this way will it lead the way for followers and people. On the other hand, leaders not only strictly regulate themselves, but also supervise and correct the improper behavior of subordinates in their work, which is the basis of maintaining the benign operation of the organization. Leaders should strictly supervise and guide their followers in their work, so that the charm of leaders can permeate the whole team, so as to maintain the vitality of the whole team. Subordinates and subordinates promote each other, which is another important way to enhance the charm of leaders. In order to ensure the efficient operation of the one Fund, Jet Li demanded that the operating cost of the public offering fund should not exceed 10% of the total expenditure of the project in that year. The organization strictly complied with such regulations and set up an independent body to supervise it.

The shaping of leadership charm is not achieved overnight, but is formed through long-term learning, practice, accumulation and precipitation. Therefore, whether business leaders, government leaders or social organization leaders, we must recognize the value and role of charismatic leadership, understand the characteristics of charismatic leadership, in order to better shape charismatic leadership.

4. Conclusion

China's public welfare social organizations have the characteristics of "innate weakness and acquired difficulties". At present, the development of public welfare social organizations in China is facing a variety of difficulties. However, through the understanding and exploration of one Foundation, I think that compared with other public welfare social organizations, Li Jet's charismatic leadership characteristics give this organization great vitality and development potential. Charismatic leadership emphasizes the commitment of mission, the establishment of vision and the reconstruction of leadership charm, which can not only obtain the loyalty and follow of subordinates, but also gain the trust, respect and worship of subordinates, and can stimulate the members of the organization to pursue their own goals. The development of other public welfare social organizations in China should also pay attention to the shaping of the characteristics of leaders. However, the shaping and promotion of charismatic leadership characteristics is not a day's work, it needs to be based on the leader's own extraordinary personality quality, solid professional skills, rich cultural knowledge as the basis, the leader should reasonably handle the relationship between subordinates as a guarantee, and the correct exercise of the power in the hands of the leader as the driving force. In a word, the cultivation of charismatic leaders and the improvement of modern leadership ability of public welfare social organizations still have a long way to go, which needs the great attention of public welfare social organizations in our country.

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