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Revista de Cercetare si Interventie Sociala

ISSN: 1583-3410 (print), ISSN: 1584-5397 (electronic)

EXPLORATION OF INNOVATIVE PERFORMANCE STRATEGIES FOR STRATEGIC LEADERSHIP FROM A SOCIAL PERSPECTIVE

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Revista de cercetare și intervenție socială, 2024, vol. 85, pp. 109-121

https://doi.org/10.33788/rcis.85.6

Published by:
Expert Projects Publishing House

expert projects
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On behalf of:
„Alexandru Ioan Cuza" University,
Department of Sociology and Social Work
and
HoltIS Association

Exploration of Innovative Performance Strategies for Strategic Leadership from a Social Perspective

Dechuan TENG[1]

Abstract

This article aims to explore the strategies and practices of strategic leadership in optimizing innovation performance from a social perspective. In the current era of globalization and informatization, the role of strategic leaders in enterprises is becoming increasingly important, and their leadership ability and innovative thinking are crucial for the sustainable development of enterprises. The article first analyzes the impact of social factors on the innovation performance of strategic leadership, including market demand, industry competition, policies and regulations, and social culture. Subsequently, the article proposes the core strategies of strategic leadership in optimizing innovation performance, including building an innovation culture, strengthening team collaboration, enhancing innovation capabilities, and strengthening strategic management. In building an innovation culture, strategic leaders need to create a cultural atmosphere that encourages innovation and tolerates failure. By establishing innovation reward mechanisms and organizing innovation activities, they can stimulate employees' enthusiasm and enthusiasm for innovation. At the same time, leaders also need to focus on innovative education and training for employees, enhancing their innovation awareness and abilities.

Keywords: interactive cognition; strategic leadership; cultural atmosphere; reward mechanism.

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Introduction

In today's increasingly complex and ever-changing social environment, enterprises are facing unprecedented challenges and opportunities (Asif, 2020). To address these challenges and seize opportunities, the role of strategic leaders has become increasingly important (Benitez *et al.,,* 2020). Strategic leaders not only need to possess excellent leadership and management skills, but also sharp insight and innovative thinking to lead the enterprise to stand out in fierce market competition (Christofi *et al.,,* 2024). Therefore, from a social perspective, exploring optimization strategies for strategic leadership innovation performance is of great significance for enhancing the core competitiveness of enterprises and achieving sustainable development (Ghasemaghaei and Calic, 2020). Innovation performance, as an important indicator to measure the effectiveness of enterprise strategy implementation, depends not only on technological breakthroughs, but also on the careful planning and effective implementation of strategic leaders in organizational culture, team collaboration, innovation ability, and strategic management. By building an innovation culture, strategic leaders can create a positive atmosphere for the enterprise that encourages innovation, dares to try, and tolerates failure, thereby stimulating the innovation potential and enthusiasm of employees. At the same time, strengthening team collaboration and enhancing innovation capabilities can help form an efficient innovation team, enhance the overall innovation capability and market competitiveness of the enterprise.

The rapid changes in the social environment have placed higher demands on the innovative performance of strategic leaders (Hassan *et al.,,* 2024). The rapid development of globalization, informatization, and networking has made the market environment increasingly complex, and the demands and competition faced by enterprises are also becoming increasingly diverse (Lu *et al.,,* 2023). Strategic leaders need to keep up with the pace of the times, constantly adjust and innovate corporate strategies to adapt to constantly changing market demands (Mo *et al.,,* 2022). At the same time, changes in policies, regulations, social culture, and values have had a profound impact on the operation and innovation of enterprises. Strategic leaders need to deeply understand these social factors and integrate them into corporate strategy and innovation practices to achieve better innovation performance (Rauter *et al.,* 2019). Secondly, innovation has become an important driving force for enterprise development. In the current knowledge economy era, innovation is the key for enterprises to gain competitive advantages and achieve sustainable development (Teece, 2019). As the core decision-maker of a company, strategic leaders have a decisive impact on the innovation performance of the company through their innovative thinking and ability enhancement (Tian *et al.,* 2021). Therefore, strategic leaders need to actively cultivate an innovative culture, encourage employees to participate in innovative practices, provide the resources and platforms needed for innovation, and stimulate the innovation vitality of the enterprise.

In addition, team collaboration and strategic management play an important role in optimizing innovation performance (Waheed *et al.,* 2019). Team collaboration can break down departmental barriers, promote information sharing and cooperation, and thus improve innovation efficiency and quality. Strategic management can ensure that a company's innovation activities align with strategic goals and market demands, avoiding blind innovation and resource waste. Strategic leaders need to play an active role in team collaboration and strategic management, promoting the optimization of innovation performance in the enterprise (Wang *et al.,* 2024). However, many enterprises still face many problems in optimizing their strategic leadership innovation performance. For example, some strategic leaders lack innovative thinking and ability, making it difficult to cope with market changes and challenges (Zheng *et al.,* 2024); Some enterprises lack an innovation culture and mechanism, which makes it difficult to sustain innovation activities; Some companies still have shortcomings in team collaboration and strategic management, which affects the improvement of innovation performance. Therefore, exploring effective strategies for optimizing strategic leadership innovation performance is of great practical significance and urgency (Zhou *et al.,* 2020).

In summary, exploring strategic leadership innovation performance optimization strategies from a social perspective is of great significance for the sustainable development and competitiveness enhancement of enterprises (Zia *et al.*, 2020). This article will deeply analyze the impact of social factors on the innovation performance of strategic leadership, propose targeted optimization strategies, and explore the application effects of these strategies in practice. Through the research in this article, it is expected to provide useful reference and inspiration for strategic leaders, and promote enterprises to continuously move forward on the path of innovation.

The research of dual innovation orientation originates from contingency theory and advocates the best match between organizational structure and environment. Therefore, with the increasing complexity of the external environment, successful organizations have some duality, that is, they can achieve multiple seemingly opposite goals at the same time, so more and more organizations begin to choose dual innovation orientation. This paper innovatively puts forward the mediated effect of the behavior integration of the management team, and verifies the validity of this path. It provides a mature and operational management strategy for Chinese enterprises to build and manage senior management team and realize dual capabilities. Therefore, if an enterprise wants to achieve a good balance between exploratory innovation and development innovation, it is better to separate the two kinds of innovation activities into relatively independent departments. Exploratory activities usually need to be carried out in small, decentralized, and active-thinking sectors, while development-based innovation activities need to be carried out in well-established, centralized, and large-scale sectors. Because the knowledge-based team's heterogeneous knowledge interaction is more complicated than the general one-dimensional knowledge relationship, the sub-networks of different knowledge

domains have different contents, density and form in the relationship. In order to understand the mechanism of the heterogeneous knowledge sharing in the team on the member's creative behavior, it is necessary to carry out an in-depth analysis of those specific knowledge interaction behaviors, that is, cross-domain knowledge interactions. This study incorporates employee self-interaction cognition and role relationship into the analytical framework, constructs an integrated conceptual model of dual leadership influence on employee innovation behavior, and attempts to open the role of dual leader "black box". In order to further enrich the research on the relationship between leadership behavior and employee innovation, it provides a valuable reference for enterprises to effectively motivate employees' innovation activities.

Methodology

The exercise of strategic leadership is not an easy task, as it requires leaders to possess profound theoretical literacy and rich practical experience. Especially in the face of complex and ever-changing social environments, strategic leaders need to flexibly respond to various challenges, constantly adjust and optimize innovative strategies. Therefore, this article aims to explore the strategies and practices of strategic leadership in optimizing innovation performance from a social perspective, in order to provide useful reference and inspiration for strategic leaders of enterprises. By conducting in-depth analysis of the impact of social factors such as market demand, industry competition, policies and regulations, and social culture on the innovation performance of strategic leadership, this study further reveals the key role of strategic leadership in optimizing innovation performance. Meanwhile, combining specific cases and practical experience. This article will propose a series of feasible core strategies for optimizing innovation performance through strategic leadership, in order to provide strong support for enterprises to achieve sustainable development and competitive advantages.

In the pursuit of efficient and collaborative team operations, the stimulation of team creativity often depends on the active participation and continuous self-improvement of team members. In other words, only when employees dare to open up, offer constructive opinions and suggestions, and use innovative thinking to improve their existing work status, can the team's innovation level be truly improved. In this process, knowledge heterogeneity has become an undeniable factor. Knowledge heterogeneity can be subdivided into two levels: high heterogeneity and low heterogeneity. High heterogeneity means that team members have significant differences in knowledge, experience, and insights, which bring richer perspectives and ways of thinking to the team. Low heterogeneity may lead to team members becoming more consistent on certain issues, lacking new thinking and breakthroughs. In addition, the individual creativity level of team members is also an important factor affecting team innovation. Individuals with high creativity

can bring more innovative ideas to the team, while individuals with low creativity may to some extent limit the team's innovation potential.

Therefore, building teams with high heterogeneity and individual creativity has become the key to improving team innovation performance. However, such team building is not an easy task and requires strategic leaders to possess exceptional leadership skills and innovative abilities. From a social perspective, the role of strategic leaders is particularly important. They not only need to have the ability of contradictory and comprehensive thinking to balance opposing and interrelated behaviors in the team, but also need to flexibly adjust leadership strategies according to specific changes in the situation, and leverage the synergistic effect of contradictory elements. This dual leadership model not only emphasizes the strategic vision and decision-making ability of leaders, but also emphasizes their flexibility and adaptability. According to the specific situation change requirements, the flexible transformation between behavioral strategies is realized, so as to play the leadership mode of the synergistic effect of contradictory elements. The factor analysis of the team cohesion table is shown in Figure 1.

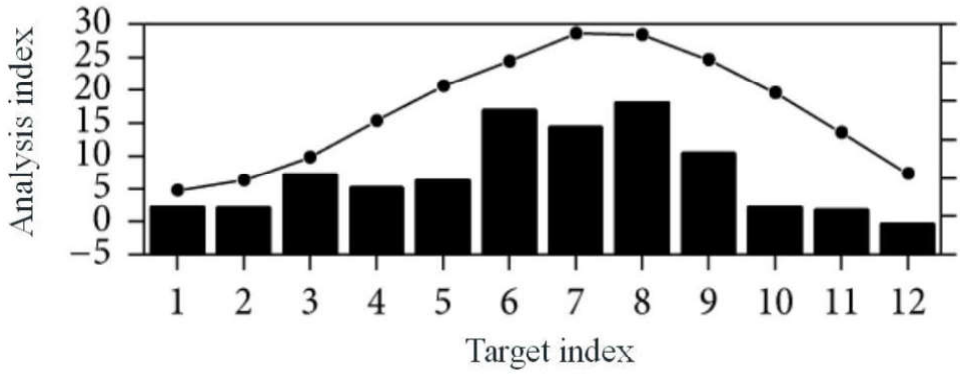

Figure 1. Factor Analysis of Team Cohesion Scale

The interaction and cognitive style among team members are also important factors affecting innovation performance. Strategic leaders need to promote open communication and collaboration among team members, and encourage the collision and integration of different perspectives. By building a positive and open team atmosphere, it is possible to stimulate the innovative potential of team members and further enhance the team's innovation performance. The optimization strategy of strategic leadership innovation performance from a social perspective needs to focus on the characteristics and needs of innovation team members, the overall structure and processes of the enterprise, the multi-level abilities and role-playing of leaders, as well as the interaction and cognitive styles among team members [25]. By comprehensively applying these strategies, the innovation performance of the team can be effectively improved, injecting new vitality into the development of the enterprise. This article defines dual leadership

as the use of contradictory and integrative thinking by leaders to balance opposing and interrelated behaviors. A leadership model that achieves flexible transitions between behavioral strategies based on specific changes in the situation, thereby unleashing the synergistic effect of conflicting elements. The factor analysis of the team cohesion table is shown in Figure 2.

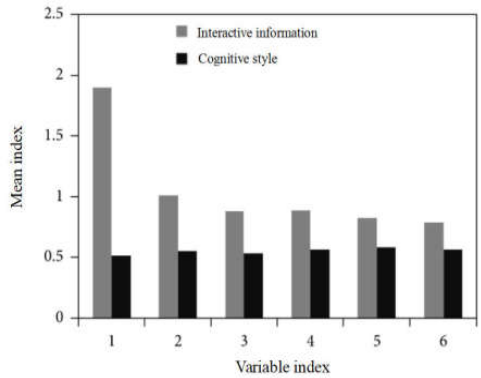

Figure 2. Descriptive Statistical Analysis of Interactive Cognitive Style of Team Members

From a social perspective, strategic leaders need to pay special attention to the cultivation and application of interactive cognitive flexibility when optimizing innovation performance. The dual leadership model refers to the ability of leaders to flexibly handle conflicts between strategic thinking and behavioral paths using dialectical thinking, creating a dual situational atmosphere for team members that encourages breakthroughs while emphasizing constraints, advocates innovation, and is diligent in reflection. This leadership style helps to stimulate the problem-solving ability of team members, enabling them to face conflicts head-on and actively propose suggestions to improve team effectiveness. By effectively managing the wisdom of team members, ultimately transforming this wisdom into the overall creative outcomes of the team, significant improvements in innovation performance can be achieved. In addition, the heterogeneity of knowledge among team members is also an undeniable factor. When members of a team have a high degree of knowledge heterogeneity, their different perspectives and ways of thinking can bring rich inspiration and associations to the team. Especially for individuals with high creativity, they are better able to leverage this heterogeneity advantage and work together with other members to promote the improvement of team creativity. Within the team, information exchange is also an important aspect of optimizing innovation performance. Senior management team members need to actively share their acquired knowledge and information with other members and receive positive feedback from other team members. This information sharing and feedback mechanism helps to promote deep interaction and cooperation among

team members, further stimulating the team's innovative vitality. The binary innovation-oriented data test is shown in Figure 3.

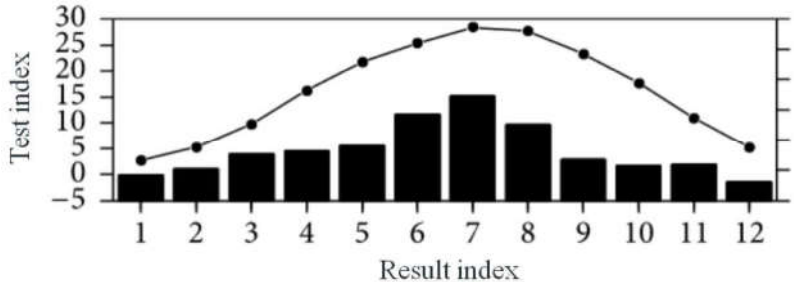

Figure 3. Dual Innovation-Oriented Data Testing

Results and Discussion

From a social perspective, we have delved into strategies for optimizing strategic leadership innovation performance, with interactive cognitive style being a key factor. In order to conduct in-depth research in this field, we used the items of the Interactive Cognitive Style Scale for factor analysis, and conducted exploratory factor analysis using principal component analysis and maximum variance orthogonal rotation method. The results reveal three core factors, providing important insights for optimizing the innovation performance of strategic leaders. Firstly, the first factor - stereotypes - reminds us to be vigilant and overcome fixed thinking in the process of strategic leadership. Stereotypes may hinder the emergence and development of innovative thinking, so strategic leaders need to cultivate an open and inclusive way of thinking, actively break free from the constraints of traditional concepts, and encourage team members to propose novel and unique ideas. Secondly, the second factor - explaining variance, paying attention to details and explaining variance reached 19.21%. This emphasizes the need for strategic leaders to pay attention to detail analysis and delve deeper into the essence of problems and potential opportunities in the innovation process. Through in-depth analysis and precise judgment, strategic leaders can better grasp market trends and competitive trends, and formulate more targeted and effective innovation strategies. Finally, the third factor is positively correlated with the integration of behavior in senior management teams, indicating that the degree of organizational standardization has a positive promoting effect on the integration and dual innovation of behavior in senior management teams. This suggests that strategic leaders need to focus on team building and collaboration, optimizing team structure and enhancing team cohesion to achieve effective integration and efficient utilization of innovative resources. The descriptive statistical data of the samples are shown in Figure 4.

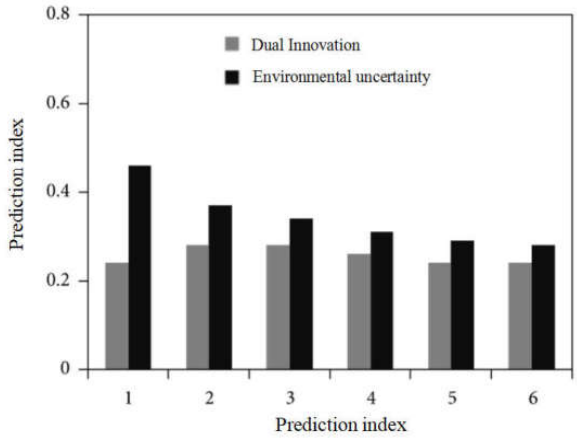

Figure 4. Descriptive Statistics of Samples

Descriptive statistics of the sample in Figure 4 are crucial for understanding the characteristics and distribution of the dataset. Descriptive statistics provide information about the concentration trend, dispersion degree, and distribution pattern of samples. The application of descriptive statistics can help us gain a deeper understanding of the properties of the binary capacity as a continuous variable, as you mentioned. Firstly, when binary capacity is considered a continuous variable, we usually focus on statistical measures such as mean, median, mode, standard deviation, quartile, etc. These statistics can reflect the central trend of binary capacity, data dispersion, and possible outliers. Secondly, the binary capacity measurement formula you mentioned in the combination structure may refer to a specific calculation method or model used to quantify the value of binary capacity. According to this formula, we can obtain the binary capacity value of each sample and further conduct descriptive statistical analysis. Furthermore, measuring each variable by calculating the average score of two variables and calculating the product term after the mean set may involve some form of interaction or the construction of composite indicators. This method helps to reveal the relationship between two variables and their combined impact on binary capacity. In equilibrium structure, the binary capacity is usually considered as a continuous variable and measured by formulas:

$$P_i = (P_{i1}, P_{i2}, P_{i3}, \ldots P_{id})^T \quad (1)$$

In combination with the structure, the binary capacity is based on the measurement formula:

$$P_g = (P_{g1}, P_{g2}, P_{g3}, \ldots P_{gd})^T \quad (2)$$

From a macro perspective of society, we have delved into strategies for optimizing innovative performance in strategic leadership. Among them, interactive cognitive style, as a core element, demonstrates its indispensable value. Interactive cognitive style, as an important bridge for communication and exchange between strategic leaders, team members, and the external environment, has a significant impact on improving innovation performance. In order to further explore this field, we adopted the items of the Interactive Cognitive Style Scale for factor analysis, in order to reveal its internal structure and mechanism. In the process of data analysis, we used principal component analysis and maximum variance orthogonal rotation method, both of which are commonly used methods for exploratory factor analysis. Principal component analysis can help us extract the main components in the data, namely the key factors affecting interactive cognitive style; The maximum variance orthogonal rotation rule can further optimize the structure of these factors, making them clearer and easier to explain. After in-depth analysis, we have identified three core factors that have important implications for optimizing the innovation performance of strategic leaders. Firstly, the first factor we refer to as "stereotypes". This factor reveals that people are often influenced by traditional concepts and fixed thinking in the process of interactive cognition, leading to a decrease in acceptance of new concepts and ideas. In the process of strategic leadership, stereotypes may become a major obstacle to innovation. To overcome this problem, strategic leaders need to remain highly vigilant and constantly remind themselves not to fall into the quagmire of fixed thinking. At the same time, they also need to actively cultivate an open and inclusive way of thinking, encourage team members to bravely propose innovative and unique ideas, break free from traditional constraints, and promote the emergence and development of innovation.

From a social perspective, the exploration of performance optimization strategies for strategic leadership innovation is closely related to the behavioral integration level of senior management teams. The study found a significant positive correlation (r=0.165) between the highest level of behavior integration in the independent variable and the binary combination of dependent variables, indicating that the higher the level of behavior integration in the top management team, the more effectively it can promote the development of organizational duality. This duality is not only reflected in the innovation activities of the organization, but also involves the flexibility and adaptability of the organizational structure. Environmental uncertainty, as a control variable, its impact cannot be ignored. Research has found that when environmental uncertainty increases, combinatorial duality is often adversely affected. Therefore, strategic leaders need to flexibly adjust their strategies in highly uncertain environments to maintain and enhance the team's innovation capabilities.

Binary data processing methods provide an effective means of measuring knowledge interaction among members. Only when both parties evaluate each other's understanding well can they consider their knowledge interaction to be accurate. This reciprocity emphasizes deep understanding and collaboration

among team members, which is one of the key factors in improving innovation performance. In addition, strategic leaders should timely guide members to correct activity deviations during the task completion process, so that members can form a preventive orientation of attention and responsibility obligations. This helps to enhance the normative and sustained commitment of team members, thereby enhancing team cohesion and innovation capabilities. The development of innovation measurement is shown in Figure 5.

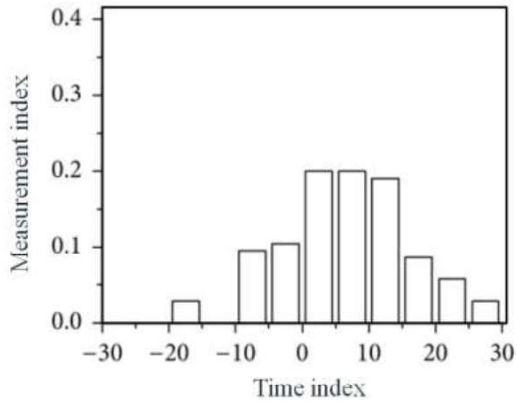

Figure 5. Development Innovation Measurement

After conducting a reliability analysis of the overall scale, this article confirms that its reliability is acceptable, laying a solid foundation for our subsequent research. Furthermore, we conducted an in-depth analysis of the validity of the data using spherical experiments. The results showed that the value of effectiveness was greater than the value of the project, indicating that there are indeed many common factors in measuring team member interaction cognitive styles in the project, which have a significant impact on team innovation performance. Therefore, factor analysis has become an applicable analytical method that helps us reveal these common factors and understand how they affect innovation performance.

The integration of behavior within the senior management team plays a crucial role in this process. By creating a harmonious team atmosphere, senior management teams can promote the formation of a dual innovation orientation. In this collaborative atmosphere, team members tend to freely exchange information and make joint decisions, which helps stimulate more innovative ideas. When members are more receptive to broader ideas, they will delve deeper into opportunities in existing and new markets, willing to share clear knowledge and implicit insights. Such teams are more likely to find feasible ways to explore new markets and work together to expand existing markets.

After conducting a rigorous reliability analysis on the overall scale, we have come to a satisfactory conclusion: the collected data has high reliability and

is sufficient to support our subsequent research work. This discovery not only enhances our confidence in the research results, but also lays a solid foundation for further data analysis and interpretation. To verify the validity of the data, we adopted the scientific method of spherical experiments. Through a carefully designed experimental process and rigorous data processing, we conducted an in-depth analysis of the relationship between team member interactive cognitive style and team innovation performance. The experimental results indicate that the effectiveness value of interactive cognitive style is significantly greater than the value of the project, which fully demonstrates that there are indeed many common factors at play when measuring the interactive cognitive style of team members. These common factors not only reveal the common characteristics of team members in the interactive cognitive process, but also provide us with a new perspective to understand team innovation performance. They may involve multiple aspects such as communication methods among team members, degree of information sharing, decision-making process, etc., which together affect the team's innovation ability and performance.

Conclusion

This study delves into the optimization strategies for strategic leadership innovation performance from a social perspective. Through a series of theoretical analysis and empirical research. The interactive cognitive style of team members is one of the key factors affecting innovation performance. Different team members may have different cognitive styles, which can have different impacts on team interactions. An innovative and open cognitive style helps stimulate the creativity and imagination of team members, driving the team to achieve better results in innovation. On the contrary, overly rigid or conservative cognitive styles may limit the team's innovative thinking and actions. Therefore, strategic leaders should pay attention to the cognitive styles of team members and promote cognitive diversity among team members through training and guidance, thereby stimulating the team's innovative vitality. Secondly, the integration of behavior among senior management teams plays an important role in improving innovation performance. The senior management team is the core force in formulating and implementing corporate strategies, and its degree of behavioral integration directly affects the team's collaborative efficiency and innovation ability. By creating a harmonious team atmosphere, promoting information sharing and joint decision-making, senior management teams can stimulate the enthusiasm and creativity of team members, and promote the team to achieve better results in innovation. Therefore, strategic leaders should attach importance to the construction of senior management teams, and achieve efficient integration of team behavior by optimizing team structure, enhancing team cohesion, and other methods.

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