# Research on the leadership model in the process of enterprise knowledge management under the background of Internet

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**Abstract:** *Compared with the development of traditional industries, Internet technology has broken the limitations existing in the development process of traditional industries. The intensity of changes in the competitive environment and channels of enterprises are constantly strengthening. All walks of life can also stand on the platform of Internet technology to develop new fields and promote social progress. For an enterprise, leadership in the management process is a very important ability embodiment of enterprise management. Firstly, the concept of knowledge management is put forward, this paper introduces the characteristics of leadership, discusses the problems of leadership in the process of enterprise knowledge management under the internet background, and expounds the strategies to improve the leadership in the process of enterprise knowledge management under the internet background from three aspects: establishing and perfecting the mechanism of knowledge acquisition, diffusion and activation, adjusting the enterprise organizational structure, and establishing a digital and flexible leadership style. It is expected to help enterprises pay attention to the leadership characteristics at each stage of knowledge management, promote the process of knowledge management by improving leadership development strategies, and further promote the development of enterprise knowledge management.*

**Keywords:** *Internet background; Enterprise knowledge management; Leadership model*

## 1. Introduction

Compared with traditional industry development, Internet technology has broken the limitations existing in the development process of traditional industries. The intensity and channels of changes in the competitive environment of enterprises are constantly strengthening. All walks of life can also stand on the platform of Internet technology to develop new fields. move society forward. For an enterprise, leadership in the management process is a very important manifestation of the ability of enterprise management[1]. The emergence of a large number of knowledge workers and the acceleration of knowledge innovation have challenged the leadership of enterprise managers, and the importance of knowledge management has become more and more prominent.

In the context of the Internet, the construction of leadership in enterprise management is a key factor for the development of enterprise objectives in the context of the Internet. The tasks of enterprise leaders should be fully considered, and the internal and external environment, opportunities and challenges of the enterprise should be comprehensively considered. These factors require enterprise managers to drive the benign development path of the whole enterprise and adjacent enterprises with a unique digital thinking and practice perspective, so as to achieve a shared and win-win result, which will help enterprises establish a long-term competition mode, change the traditional existence and competition relationship, and maintain sustainable vitality[2].

## 2. Enterprise knowledge management and leadership characteristics

### 2.1. Enterprise knowledge management

As the core mode of enterprise management, knowledge management integrates the internal personnel training module. Enterprise knowledge management is a new perspective for the development and application of enterprises. Under the role of knowledge resource sharing and knowledge management, it innovates the enterprise knowledge management mode, effectively

improves the competitiveness of enterprises, further expands the influence of enterprises in the market, and improves the survival ability of enterprises in the general environment[3]. Enterprise knowledge management is a process of knowledge continuity and dynamic, which can meet the current and future development needs of enterprises, and create and develop more possibilities with the help of existing knowledge assets. Knowledge management is a management model with knowledge as the core of management, using the collective wisdom of employees, sharing knowledge and resources, strengthening the training of internal personnel, and improving the core competitiveness of enterprises through knowledge innovation. environment to improve the viability of enterprises. It is an all-round management mode with knowledge creation as the core and knowledge innovation as the goal. It is very critical in the development and management of enterprises. Figure 1 shows the "lantern" model of enterprise knowledge management.
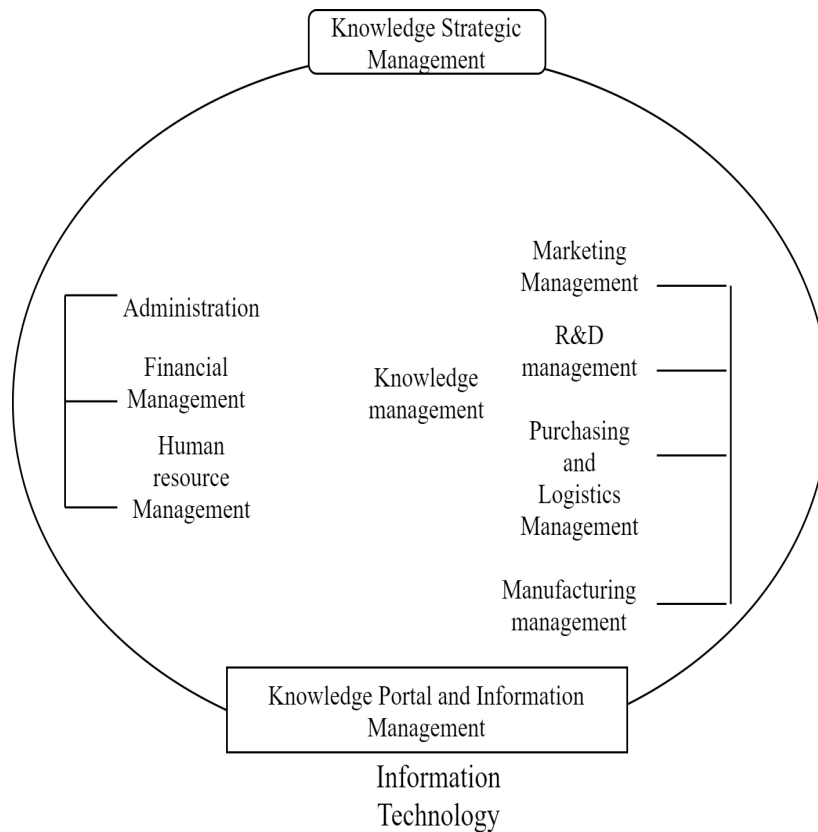


Figure 1: The "lantern" model of enterprise knowledge management

### 2.2. Leadership Traits

Regarding the composition of leadership characteristics, leadership is the leader of the enterprise who leads the enterprise to quickly adapt to the business model. The leadership of the transformational knowledge management process is leadership based on knowledge and information, mainly in the acquisition of explicit and tacit knowledge. Scholars in our country have three main viewpoints on corporate leadership: ability theory, behavior theory, and holism[4]. Leadership and leadership are the same word - leadership. Many scholars have defined leadership, but they have not yet reached a consensus. In the highly competitive knowledge market, the persistence of competitive advantage mainly depends on the innovation ability of enterprises. Leaders' psychology and learning ability are one of the indicators for the sustainable survival and development of knowledge-based enterprises with knowledge management as the core. Leadership in the process of knowledge management has the general characteristics of leadership, but it is more necessary to consider the unity and cooperation between leaders and play the role of leadership at different levels. Figure 2 is a model diagram of leadership characteristics in the process of knowledge management.
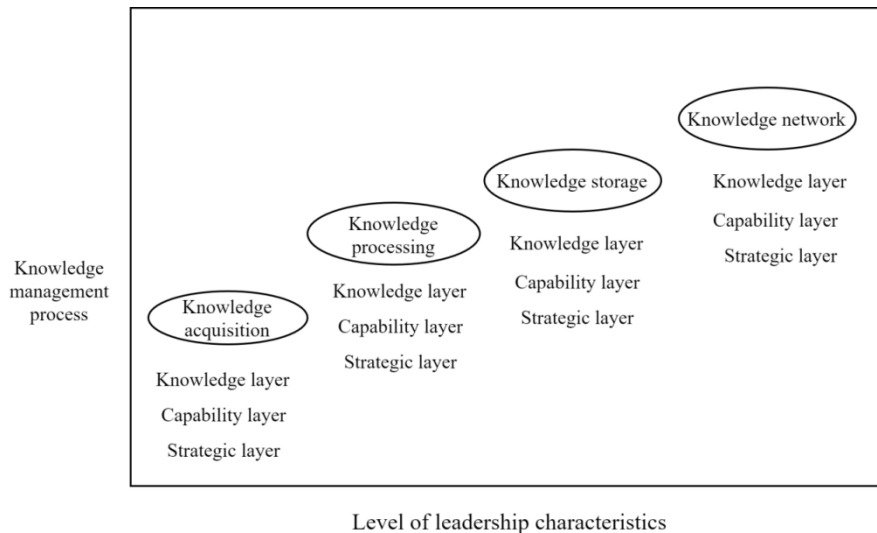
*Figure 2: Model diagram of leadership characteristics in the process of knowledge management*

## 3. Problems of leadership in the process of enterprise knowledge management under the background of Internet

The construction of digital leadership first needs employees with excellent execution ability[5]. The talents of "internet plus" enterprises are frequently mobilized. At the same time, the management ability of leaders in major departments is uneven, making it difficult for enterprises to achieve their goals, and their abilities in creating atmosphere, company philosophy and mobilizing subordinates' enthusiasm are insufficient, which is not conducive to the development of soft leadership environment. Especially in the environment where digital leadership can be used for reference, leaders are arbitrary, imprecise and superficial in management, so the enterprise's execution ability is insufficient.

The management of enterprises is generally "one word", that is, the leaders of the enterprise are not fully authorized, so that the employees do not have enough autonomy to deal with enterprise affairs, and cannot establish a real-time information system. Any decision must be made by the senior leaders of the enterprise. The practice of "new wine in old bottles" can easily lead to the failure of the internal control of the enterprise and hinder the implementation of digital leadership in the enterprise. Job promotion and rotation exercise bring freshness and challenges to outstanding management talents, not only creating conditions for enterprises to develop "multi-functional" management talents, but also a good solution for management talents to engage in a certain job for a long time. There is a problem of occupational slack. Although many enterprises will use Internet technology in the internal production process, they ignore that human resource management plays an important role in enterprises. In the recruitment process, I didn't think of using Internet technology to recruit more talents[6]. Besides, in the application process of Internet technology, Internet technology has not been closely integrated and adjusted within the enterprise, resulting in some problems in all management systems within the enterprise.

## 4. Strategies for improving the leadership in the process of enterprise knowledge management under the internet background

### 4.1. Establish and improve the mechanism of knowledge acquisition, diffusion and activation

In the past, we used to use information technology more in office and searching materials[7]. However, many teachers are unwilling to adapt to this change and always want to be content with the status quo, let alone put it into action, which requires schools to carry out a series of changes and innovations in the process of implementing informatization. In the aspect of knowledge acquisition mechanism, colleges and universities generally have defects. They do not or less consider the situation that students use relevant mechanisms for specific learning, and ignore the consideration of the utilization rate of students' computer informatization. Education management departments must comprehensively innovate and establish a systematic, flexible and efficient learning mechanism of "learning is becoming an official" to stimulate the internal driving force of primary and secondary

school principals, treat learning correctly, and regard learning as a need and fun to realize self-worth. Whether it is to promote the professional development of teachers or to meet the needs of students to adapt to the future learning society, it is of great benefit. Only when knowledge creation and diffusion are applied to business process reengineering can great value be generated and the effectiveness of knowledge management be brought into play. Therefore, we must attach importance to the establishment of this mechanism.

### 4.2. Align corporate organizational structures to build a digitally nimble leadership style

The organizational structure of the enterprise directly affects the effect of knowledge management in the enterprise. my country's traditional enterprise organization model is a top-down hierarchical system, and knowledge management requires the rapid exchange, dissemination and sharing of knowledge, and the fastest knowledge innovation, which requires modern enterprises to break through the boundaries of levels and use flat methods Realize the rapid exchange of information and knowledge innovation[8]. An enterprise can be regarded as a complex knowledge aggregate, which consists of various types and levels of knowledge. The core business of an enterprise is to learn, apply and create knowledge. For knowledge workers, some jobs are really boring. Managers can add some jobs that can motivate employees to these jobs. Knowledge workers are always eager to know how to engage in their jobs and the company's operating conditions. Managers can tell employees about the company's profit sources and expenditure trends, provide many communication channels for employees to get information, and encourage employees to ask questions and share information[9]. In order to conform to the future trend, enterprise managers should immediately adjust the organizational structure of their own enterprises according to their own conditions, goals and needs, and establish a digital and flexible leadership style and way, so that managers and employees can grow and progress in their work.

### 4.3. Strive to create a corporate culture conducive to the implementation of knowledge management

It is the carrier of employees' knowledge, and the quantity, quality and contribution to enterprise knowledge innovation are determined by the knowledge owner[10]. With the support of Internet technology, small and medium-sized enterprises can establish a good communication mechanism within the industry and further improve the allocation effect of enterprise resources. In the traditional customer service process, small and medium-sized enterprises can only provide consumers with after-sales service corresponding to their products by offline means, which not only has poor working effect, but also can't effectively guarantee the scope and quality of service. In a dynamic, mutual respect, harmonious, pleasant and enterprising atmosphere, each employee gives full play to their creativity, learns from and communicates with each other, promotes enterprise knowledge innovation and improves enterprise competitiveness. Managers should always adhere to "people-oriented", strive to create an atmosphere of mutual respect, harmony, happiness and progress, so that everyone has a sense of belonging and achievement, so that every member has the opportunity to display their talents, and make the management mode more diversified, humanized and flexible.

### 5. Conclusions

As the pace of enterprise transformation in China is accelerating, enterprise leadership has become the magic weapon for enterprise transformation and the core competitiveness of enterprise sustainable development. Enterprises rely on the management and application of knowledge resources, and need to gain competitive advantage in the knowledge-based economic environment by means of knowledge management. To develop leadership in the knowledge environment, Chinese enterprises should pay attention to developing the knowledge development, innovation and transformation capabilities of the organization from the aspects of capabilities, and have a strategic vision, including strategic and efficient decision-making decisiveness and value-oriented leadership style in strategic management, and pay attention to developing from the knowledge level, paying attention to openness and internationalization, tapping the enterprise potential and enhancing the core knowledge management capabilities with multidimensional perspectives and capabilities.

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