



Why Are Airborne Troops Always Controversial?

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Abstract

The topic of senior executives' airborne troops is enduring, and it is also a pain in the hearts of many business owners. Is it necessary to introduce airborne troops? Whose demand is airborne troops? Through observation and analysis, we can find that this is the inevitable demand for the development and activity of enterprises. If airborne troops are the inevitable existence of enterprise development, what conflicts will the introduction of airborne troops bring to the organization and what are the causes of these conflicts? In the face of cultural conflicts, performance conflicts and camp conflicts, what kind of mentality, wisdom and practices should the boss and airborne troops use to improve the survival rate of airborne troops is a topic that needs to be discussed, hoping to help airborne troops take root.

Keywords

Airborne boss, needs conflict to survive

1. First, airborne troops are a pain in the hearts of many executives

Recently, I heard a friend mention the topic of airborne troops in senior management team, and I couldn't help but want to talk about my own views. My friend is the chairman of a startup company. Before I introduced a general manager of a subsidiary from a state-owned enterprise, I personally watched the three-month running-in period, and the two sides went from "madly in love" to "breaking up". My friend told me to reflect on the failure of this talent introduction, and said, "It seems that we still shouldn't look for airborne troops. It is difficult for airborne troops in enterprises to survive. The old team that was originally disunited, because the airborne troops became unprecedentedly united, stood under a dangerous wall, and when they couldn't turn the tide, they faced the wall and everyone fell down. It was hard to help him with all the talk, and it hurt."

Actually, this topic is not new at all. It has been controversial for n years. I have worked as an executive in n companies myself, and I am also faced with parachuting again and again. This process can really be said to be mixed. Today, I want to take this opportunity to talk about the right and wrong of paratroopers. Let's start with a famous Weibo by a celebrity. In Weibo in 2012, Ma Yun said: He has always believed that airborne troops are easier to use than elders. After ten years, he was shocked: none of the airborne troops introduced with great efforts remained, but the elders grew into the backbone of the company. This article received mixed reviews on the Internet, and later the people who transferred it encrypted the original text. At that time, I was in a startup environment where I was parachuted into a complex environment to rebuild the old shareholders' new power groups. After reading this article, I felt very unhappy and wrote a comment, (Wu Tangchun & Xiong Yili, 2018) which generally means: "Ma Yun's reflection on the use of airborne troops has its reality but there is no lack of arbitrariness. One of them, Ma Yun, thinks that those who he thought couldn't do it in those days can do it now. If I had known this was the case, it would have been better to use the Eighteen Arhats directly instead of airborne troops. Then, how did he know that it wasn't these airborne troops who did the sparring with these people that made them today?! Second,

the airborne troops can't adapt to the corporate culture, and it's the family's responsibility for the integration of executives. Does Ma Yun look at these people with the same glasses in his heart? Have you ever thought about Ma Yun's feelings? Who can say that airborne troops are not victims of taking root in the wrong season! Airborne troops have the problem of airborne troops. The key lies in how to treat them and how to use them! Does the boss really look at this matter upside down from the mirror? " Now, I'd like to add the third item. We find that although today's 18 Arhats are still in charge of Alibaba's related businesses, such as Cai Chongxin, Peng Lei, Dai Shan and Jiang Fang, they are not Ma Yun's successors. In 2016, Ma Yun mentioned in an interview: Even if the company is going to close down, I will never allow an airborne soldier from outside to serve as the CEO of the company. The core figure of Ali Group is Zhang Yong, and the head of Ant Financial Group is Jing Xiandong. Neither of them is 18 arhats, and their job numbers are 8000+. From the beginning of GE's Guan Mingsheng to later Wei Zhe, Zhang Yong, Jing Xiandong, Wu Wei and Fan Luyuan, Ma Yun has been looking for his successor from the outside. What does this mean?

2. Second, where does the demand for airborne troops come from?

We don't evaluate the mental journey of enterprise leaders in the development process, but we only look at it from the perspective of organization creation, airborne.

Whose demand is it?

2.1 The talent needs of enterprise expansion

At the beginning of the venture, the soldiers made indelible contributions to the cause with their high loyalty, super execution, emotional dependence and faith on the founder, and unconditional dedication. In the process of expansion, the organization feels that its ability can't keep up, talents are not enough, ideas are solidified, entrepreneurial passion is weak, and everyone is trapped in a circle and can't get out. I believe many people have experienced this scene, which is inevitable, so airborne troops are the talent needs of enterprise expansion. At the beginning of starting a business, people with professional dreams usually come together, but it is not a perfect organizational division of labor. Moreover, the people who can attract in the initial stage can only make the best use of their talents, which may not be the best, nor can they be choosed. With the growth of the organization, (Zhou Jun, Li Jucheng, & Jiang Lan, 2020), the problem of personal ability is highlighted, and the founder's dream will not be blocked on the growth path of personal ability, so it is necessary to introduce more suitable and capable people to join in and promote the development of the organization.

2.2 The need for enterprises to keep active

Liu Chuanzhi once said that if the company does not have "airborne troops", it will inbreed, so airborne troops are necessary. Now in the UWCA era, faced with all kinds of uncertain challenges, if the organization does not have new blood coming in, it will face homogenization, solidification and rigidity of thinking. Even when the original team's thoughts are "squeezed dry", there will be "obeying the orders of the founder", lacking crisis awareness and innovation to keep pace with the times. The founder will feel scared and powerless, and at this time, he will take the initiative to introduce airborne troops. Furthermore, after the early stage of hard work, after a short victory, the team will also be tired in stages, "I'm lying flat, you can do whatever you want...", which is a normal process. Even without a staged victory, a person can't stay in a state of rubber band stretching for a long time. At this time, appropriate catfish will appear, and even some people who have lost their entrepreneurial dreams will naturally be lost.

These are the inevitable processes of enterprise development, so airborne troops are inevitable products, and organizations must face this reality if they want to update and develop iteratively.

3. Third, the introduction of airborne troops to face the conflict

To cause airborne troops, it is necessary to face the inevitable conflicts between airborne troops and soldiers. These conflicts can be roughly divided into the following categories:

3.1 Cultural conflict

These conflicts first come from cultural conflicts. Usually, airborne troops are the "brothers" of the founders at the beginning of the venture, and more "careless" culture makes the team more cohesive and effective. However,

with the development of the organization, the organization is stratified, the professional division of labor and management functions begin to be clearly analyzed, and the company is developing in the direction of corporate governance. When there is a formal organization operation, in order to adapt to the scale of the organization and make up for the lessons left in the development process, enterprises often "go up". It's like throwing people in suits into a group of teams wearing T-shirts and shorts, and both sides are uncomfortable. People on one side often complain that they don't even have the basic data sheet, while people on the other side complain that they ask us to make PPT presentations every day ... But this process is inevitable, and this is the role of sparring partners. If you haven't seen a good one, how do you know where the good standard is? Just like some companies I have experienced, the No.1 manager has never seen the data kanban at all, and he doesn't understand the target disassembly. The basic KPIs are not clearly written or understood, and the questions asked are not in a dialog box at all. Imagine, doesn't the boss want everyone to grow up? Don't people want to grow up? No, this process needs to reconcile contradictions, improve inclusiveness, and objectively treat the "mutual dislike" of both sides. In introducing new people, enterprises are faced with the biggest conflict between culture and values, which often leads to airborne troops being unable to take root, despising them, pushing them, changing them, failing to make achievements, and dying. Even many founders felt that they were "injured" in this process, and the airborne troops left him and left. However, at the critical moment, there was no "skylight" on the top of the army, and they felt that the army was better than the airborne troops, and the army would be complacent and kill another airborne soldier. Look, the position of our old gang is irreplaceable. In fact, what is gratifying? How can you know that you have not been subtly changed in this process? What can you hurt? What did others do for you as sparring partners? Aren't they the ones who should be in pain? Whose career time is not precious?

3.2 Performance conflicts

There will also be a conflict between balanced performance and utilitarian performance between airborne troops and soldiers. Whenever an enterprise can break out and start a business, there are some valiant generals. These valiant generals may not have a fighting style, and they are not "trained". However, with one effort, they have a good record. Some of them can't take teams, and their personal abilities are excellent. Some of them can also take a few brothers and lay a territory. However, when the organization develops to a certain stage, it needs to transform from market-oriented to product-oriented and then move towards comprehensive strength. Brands occupy the reputation of the market. In the process of forming the core competence of the organization for long-term sustainable development, it is necessary for professionals to give enterprises some "conditioning medicine" and develop in a balanced way. For example, it is an inevitable process from financial indicators to balanced scorecard operating indicators, customer indicators, and employee growth indicators. In the process of running ahead, everyone can't take care of the aftercare, so they may suffer from internal losses and need some conditioning. Only by raising internally and externally can the enterprise be sustainable for a long time. This time is also a time when airborne troops and army soldiers are prone to conflict. When fighting the mountains and rivers, army soldiers take the lead. When governing the mountains and rivers, army soldiers are not good at it. Enterprises need to introduce airborne troops. At this time, a psychological gap will arise. How can civil servants and military commanders eat at the same table? Harmony is not a simple sentence.

3.3 Camp conflict

Airborne soldiers and army soldiers, born in different camps, are driven by interests. In order to protect their position from infringement, army soldiers will take a magnifying glass to alert outsiders. If they don't want to be singled out for problems, they will start first, find out where the other party is inferior to themselves and enlarge them. When airborne troops arrive in a strange and helpless environment, they need to quickly gain a foothold and make achievements. If they "burn out three fires", they need a combination of attack and defense. The boundary between natural positions and different psychology will easily lead to corporate politics in different camps. If one airborne person fights alone, he will generally be defeated and flee. If a group airborne, it is not impossible to become a confrontation between two groups.

In this case, isn't it a dilemma? If it wasn't difficult, it wouldn't be a topic all the time.

4. Fourth, how to solve the survival problem of airborne troops

This kind of contradiction is actually solvable, and the key point to solve it lies in two important roles: the boss

and the airborne soldier, one of which can't be carried clearly, and both of them are dead ends.

4.1 Problems to be solved by the boss

4.1.1 The mentality of the boss

For the boss, the first thing is the mentality, which is a very obvious situation in several companies I have experienced. Often, enterprises only think of finding airborne troops when they encounter the bottleneck of development. This idea is wrong. Airborne troops should start from daily life, and it is a long-lasting thing. Airborne troops are "soldiers" rather than airborne "handsome". Just like buying clothes, it's hard to buy suitable clothes when you are in a hurry. Beautiful clothes are usually bought. Talent team building is in normal times, and talent inventory is a routine job, rather than catching it when needed. It is impossible to catch it, and no matter whether the people who catch it now know our business scenario or not, even if they do, it will take at least half a year for the team of the temporary group and the coach who plays temporarily. In this "fast food" era, does the company have the patience to wait for half a year? It's strange that airborne "handsome" will not die. Liu Chuanzhi also said: "Compared with the" army soldiers ", whether the" airborne soldiers "can be entrusted with important tasks depends first on whether the" airborne soldiers "recognize the core values of the enterprise. If an airborne soldier comes directly and immediately enters the top leadership, this is difficult for me, and it has to go through a period of running-in." Therefore, plug-and-play utilitarianism doesn't work in airborne troops. However, many enterprises I have seen are using current tactics, and when they are in trouble, they hope to find an able person to be the savior. This is a kind of escape psychology. Simply put, if you think about it for a long time, you can't figure it out. If you don't understand it for a long time, why can you turn the tide immediately when an outsider comes? If he can, why can he come to you as a professional manager? If not escape, have you figured out what problems need to be solved? What kind of person are you looking for? What is the positioning? Can this person meet this position? There are tens of millions of good people in the world, which does not mean that they are suitable for this position at this point in time. This is a fit, and whether people fit in with the ideas at this stage or not, all of these determine whether it is the right time to meet the right person. Therefore, the boss should have mentality one: the previous high expectation value makes the mentality unbalanced, the dark horse is killed, not found, and the swift horse also needs training and practice; The boss should have mentality 2: the team without integration has no fighting power, after all, no one is an adaptive chip; Boss's mentality 3: Different people have different orientations, and excellent people can't do everything well; The boss's mentality 4: What you want is as important as what others want, which determines the way to go.

4.1.2 Wisdom of the boss

Being a boss requires not only mentality but also wisdom. It is very important to balance, integrate, tolerate and trust in the face of conflicts between airborne troops and children. First of all, to talk about balance, it is important to balance feelings and interests, more important than vision and mechanism. We can't deny that it's normal for everyone to enter an organization for their own purposes, which is in line with Maslow's demand theory, but we can't ignore the balance between feelings and interests, especially feelings. I have experienced this kind of thing several times myself. As an airborne soldier, others are my boss's brothers, and you are the one sitting alone at a table. There have been bosses who said directly, "I believe him, but why do I believe you?", hehe ~, if you have been treated differently emotionally, why should professional managers regard themselves as "masters"? How hard does it take to wait for yourself to change from an airborne soldier to a soldier? Balance should take into account not only feelings, but also interests. Even if a soldier's past contribution is not suitable for him one day, he should give his past contribution interests. Feelings can't replace interests. Similarly, you can't pay abnormal interests just because of feelings. Interests need to be constrained by mechanisms. Money and wealth move people's hearts and hurt people's hearts the most.

Integration is also an important step. Over time, airborne troops will become soldiers one day. Children and airborne troops should "assimilate" their values, that is, influence each other, which is the key factor to determine the appropriate number of airborne troops at this stage. The proportion is too low, (Li Ning, Zhang Liyi, & Cui Xuelian, 2019) and the airborne troops are quickly assimilated or defeated by their own soldiers, which makes no sense. If the proportion is too high, it is also unfavorable that the soldiers are severely suppressed, resulting in centrifugation or loss. No matter whether catfish is released or fish is raised, the principle of February 8th is applicable, so as to strive for the optimization of ecological environment, mutual influence and assimilation, and continuous evolution of organization.

And tolerance and trust, including two aspects, one is the tolerance and trust between the soldiers and the air-

borne troops, and the other is the tolerance and trust of the boss. Tolerance between soldiers and airborne troops is more reflected in behavior, while trust is more reflected in results. This process is mutual. Being a boss needs to constantly remind both sides of their open minds, see the merits of others' behaviors, and give positive affirmation when they get results. This is a sublimation of the pattern, which needs to be cultivated in the battle. The input of the boss's concern is to break the ice, and the real achievement needs to be accomplished through teamwork. However, the boss's tolerance and trust are actually more difficult in this process. I have seen many airborne troops who died before gaining trust under excessive "tolerance". They are not really tolerant and have no real trust. True tolerance is the agreement reached through constant communication with the help of understanding, instead of looking on coldly, the so-called "letting go" and waiting for the other party to strike again when they are in trouble; True trust is an attempt under objective evaluation and full consideration, and it is the gradual release from a small run to a fast run by getting on the horse to make sure that the other side can ride a horse.

Therefore, training children, "reusing" airborne troops and "assimilating" them in combat are authorized after investigation. High-level airborne troops are used for weak links and modules, and army soldiers are used for managers in advantageous areas and middle-level and grass-roots units. But no matter who you use, you have to pay a price to train the team. As we said earlier, don't expect the airborne troops to be the savior. Airborne troops may also face failure. I've met many bosses who can face the failure of their own soldiers and take it for granted, without heavy penalties, but can't face the failure of the airborne troops. They think that letting you come is the solution to the problem. If you fail, get out. This is fundamentally the wrong idea of employing people. For companies with this idea, the talent echelon can only "self-grow". Airborne is also a "soldier", not a "handsome". Whether a soldier is used like a god depends on whether the right soldier is used in the right place. Of course, it's not impossible to encourage others. There are one or two at most, and the overall situation will be unstable if there are more.

4.1.3 Positioning and use of airborne troops

So how to make good use of airborne troops? First of all, it is necessary to make a good positioning, whether to find a commander or a staff officer. Someone else's staff officer must do the work of a commander. Although one day he may become a commander, it must not be now. If the positioning is clear, you will know what the output is. The staff officer has the output of a staff officer, and the commander has the output of a commander. If you're looking for a commander, you can have the title of deputy commander, but do the job of head of the team first. This is the role of assistant or deputy in many companies. Secondly, what you do is also very important. It is very reasonable for newcomers to old business and old people to do new business. It is easy to succeed and build prestige by getting familiar with the internal and external environment and low-risk business. Our purpose is to let excellent people give the soil a chance to take root and survive, instead of being fertilizer. Some companies have airborne troops who come in and die, and the boss is very strange. Why are good executives from other companies unable to work once they enter their own company? The outstanding person is still the same person. The problem lies in the improper planting method. Even the best flowers can't live by using airborne troops as fertilizer. This is originally a process of experience accumulation. Human nature is the most complicated, and we also have to accept that airborne troops have a mortality rate. It is good that they can survive 50% every year, so the higher the level, the higher the risk of job hopping.

4.2 Problems to be solved by airborne troops

4.2.1 The mentality of empty soldiers

Another important role in the problem of "airborne troops" is airborne troops. How to land for maximum possible survival? First of all, I think it's the mentality. Mentality 1: Enterprises must have problems. There is no enterprise without problems. It's just that each problem point is different, so we should have this psychological preparation; Mentality 2: No matter how bad an enterprise is, it has something to learn today. Only by fully understanding and fully integrating can it be broken from the inside, and fortresses are all opened from the inside; Mentality 3: Don't be fooled by the ancients. The new official takes up three fires because of his position rights. What enterprises need more is personal influence, especially airborne troops. Those who can't be burned to death by three fires are themselves; Mentality 4: To let others accept you, you need to show your true skills, not the aura of a big factory or historical achievements. You still need to work in the fields to open up new territory. Without such psychological preparation, the probability of airborne troops' failure is quite high.

4.2.2 Landing Rules of Airborne Troops

Listen, watch, shut up, know the environment and learn more. If the problems are really so easy to solve, you don't have to wait for the newcomers to come. There must be many historical "pits" and "knots" that are not easy to solve. You need to analyze the problems, then solve them, and build an objective, rigorous and professional image for yourself; Less splint, more motivation, less old family, equality. The most taboo is that newcomers will dismount their subordinates when they come up, and when they come up, they will change a bunch of systems, make a bunch of demands, criticize them, and despise them. If the team's ability can't meet the requirements, it can be taught and told. It's cruel to punish without teaching, and it can be changed, but you can't change all of them into your own old subordinates, resulting in a situation where your own team and your old team are divided into two parts. You should try your best to build a fair and just image for yourself, and try not to bring your subordinates. A fair and just image is not so easy to build, and the brought subordinates are bound to be exceptionally strict and suffer unnecessarily. The most important thing is to take the lead and make achievements. This is an important test of ability. It is also unconvincing to say that if you can't make achievements, no matter how much you say. So start with a small business, win in stages, let your team members have confidence in you, and let your boss have confidence in you. Only then will the company invest more resources to you, and you will have a chance to live and do more things. Therefore, the first step is always to live. Don't feel that you can live in the yellow land just because you are a yellow pine. When a newcomer becomes an old man, many things will follow.

Therefore, whether it's the boss or the airborne troops, figuring out what they want and adjusting their correct attitude are prerequisites for airborne troops to survive in enterprises.

Many enterprises in China are short-lived saburos. Apart from the venture risks in the business environment, it is also important that they are not far-sighted. How to face various problems in organizational growth requires entrepreneurs to keep learning and thinking. The problem of airborne troops is only one of them, and it's easy to explain clearly. There are still many scenes and organizational management problems that are very complicated, which are challenges for all of us. We need our joint efforts to do more and go further in developing leadership and building organizational capacity.

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