A Study on an Evaluation Model and Construction of Evaluation System of Harmony Management Leadership

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Abstract—**Harmony is the highest level of management in the enterprise management practice. The establishment of "harmony" of the enterprise become the common goal of today's managers, in the actual operation of the enterprise, harmonious management leadership plays a more important role and play a key role. This paper studies the high, medium and lower-level managers in the enterprises as the target, in each layer of leadership assessment research as the main line, built the evaluation index system of harmonious management leadership consist of behavior influence, strategic thinking ability, executive ability, cultural management ability, team building and cooperation ability, paying attention to staff development and ability to work. . And fuzzy comprehensive evaluation was used to discuss the evaluation model of harmony management leadership. And finally through the H's harmonious leadership evaluation, we verified the proposed evaluation system. This article indicates a specific and reasonable direction to enhance enterprise managers harmonious management leadership level, provides effective ways to cultivate and promote enterprise managers, and provides effective reference for researching and improving enterprise performance.**

Keywords - Harmonious Management leadership; Index system; Evaluation Model; Evaluation Model

I. INTRODUCTION

Harmonious management is the highest level of management, in the current process of enterprise development, enterprise management harmony is one important way to enhance the level of performance and it is the direction of enterprise efforts. In recent years, management theory in the field of harmony developed step by step, concerning a number of issues including the theory itself and the two-track mechanism and consistency. Harmonious management theory has formed a relatively complete theoretical framework, and in the harmonious management-related research environment, organization, leadership and strategic four factors, leadership plays a more important role. In the daily management practice, managers gradually form future plans of the enterprise, then objective analysis according to the actual conduct of the organization, summed up the theme of harmony, ultimately achieve the harmonious management [1]. Harmonious management can effectively enhance organizational performance, and in this formation leader plays a very important role. In the enterprise who can identify the theme of harmony is the leader, the leader by getting the right theme, put it into management practice, so, companies can achieve a harmonious management, and thus ultimately improve business performance.

II. CONSTRUCTING EVALUATION INDEX SYSTEM OF HARMONIOUS LEADERSHIP

A. *Basic connotation of harmonious leadership*

Theories of Harmonious management leadership believe that: harmonious management theory including the environment, organization, leadership and strategic four

factors, through empirical analysis, leadership plays a most important role in that four factors [2, 3]. The role of leadership is reflected in their own management practice, and gradually formed a vision on the development of enterprises, then combined with the actual situation of the organization objectivity, summed up the theme of harmony, to achieve a harmonious management. Harmonious management can effectively enhance organizational performance, and in this formation harmonious management leadership plays a very important role.

The current domestic research on the concept of harmonious management leadership is less, and currently there is no uniform definition [4, 5]. By collate relevant research, we can find that its main characteristics are reflected in the organization's influence, inherent control points and management skills three aspects. Embodied in the following points:

(1) Harmonious management leadership is essentially an influence, only when the organizations achieve harmony theme this influence can achieve effectiveness;

(2) The harmonious management leadership leader by determining the environmental sphere their self can control, and by a certain method to impact the environmental;

(3) The harmonious management leadership requires leaders to have a certain level of management capability and skills.

B. *Evaluation index analysis of harmonious management leadership*

Most existing components of harmonious management leadership is based on individual characteristics, existing job responsibilities and so forth, although these factors can reveal some deep connotation of individual managers, but this measure is actually a one-sided and uncertain because it

abandoned the examining the environment for leaders and leadership hierarchy relationship. Based on this, we consider the relevant literature on the theory of harmony management Leadership Evaluation Model, combined with some of the practical aspects of the company to build a harmonious management leadership, research ideas using the following principles, namely about the choice of evaluation index of harmonious management leadership, mainly from "the leader - the led - leadership scenario" interaction and effect relationship to expand research [6, 7].

The evaluation index system of harmonious management leadership is composed by a series of indexes which contact each other, mutual restraint, reflect the harmony management leadership of level layers managers, there are three main evaluation index system, the specific content shown in Table I.

TABLE I.   THE EVALUATION INDEX SYSTEM OF HARMONIOUS MANAGEMENT LEADERSHIP

First level	second level	Third level
The evaluation index system of harmonious management leadership	behavior influence——B	Integrity and honesty B1 Passion and dedication B2 Responsibility B3 Good at learning B4 Social responsibility B5 Social skills B6 Crisis management capacity B7 Ability to share knowledge B8
	Strategic thinking——S	Innovation ability S1 Strategic analysis and judgment S2 Strategic Objective unified capability S3 The ability to capture business opportunities S4
	Implementation capacity——O	Setting sector operators target O1 The ability to develop the Business Plan O2 The ability to deploy resources O3 Improve processes and strengthen the work of specification O4
	Culture management ability——C	Focus on cultural diversity C1 Respect for cultural differences C2 Advocacy Culture C3 The ability of drawing on other cultures C4
	Team building and cooperation ability——T	Forming a team consensus T1 Internal authorization, build trust T2 Optimize staffing capacity T3 The establishment of inter-team coordination mechanism T4 Contribute to mutual trust between teams T5
	Pay attention to staff	Attention to the needs for staff development P1
	development—— P	Encourage coaching staff capacity P2 The ability to train reserve officers P3
	Innovation ability to work——W	Ability to access information W1 Reasoning ability to innovate W2 Risk management and control capabilities W3

C. Score standard of the harmonious management leadership evaluation index

When scoring the harmonious management leadership of the enterprise managers, in order to ensure objectivity, effectiveness, measurability and control of the results, we need to develop standards for grading of each index. Scoring evaluation system standards follow the following principles:

(1) the principle of objectivity. According to the overall level of practical skills of the managers, rather than a manager to develop the evaluation index system of harmonious management leadership, setting scoring criteria can not be affected by certain man-made causes.

(2)accurate principle The concept of each standard should be clear and explicit, the gap between each grade should be scientific and rational, scientific and rational to set the number of rating grades.

(3) advanced and reasonable principles. Scoring criteria of evaluation harmonious management leadership should be able to reflect the true level of management, harmonious management leadership evaluation criteria can not be too strict or too wide scoring, otherwise it would be meaningless to assess leadership.

According to the principle of the above scoring criteria, by reference to the relevant literature and interviews with scholars, experts, we believe that the harmonious management leadership evaluation criteria is divided into excellent, good, fair, poor and very poor five grades.

III.   EVALUATION MODEL OF HARMONIOUS MANAGEMENT LEADERSHIP

Assessment of managers must adhere to the principles of objective and fair. Results of the assessment should be able to objectively and fairly reflect the true level of every manager's leadership. In order to fairly and objectively evaluate the harmonious management leadership of every manager, we use fuzzy comprehensive evaluation method to evalrate harmonious management leadership of managers [8].

When building fuzzy comprehensive evaluation model, we should clear the basic meaning of clear fuzzy comprehensive evaluation method and understand the steps and calculation methods of fuzzy evaluation. First we should clear the three basic elements of the fuzzy comprehensive evaluation method: evaluation index, evaluation grades and weights of the factors, the evaluation level and weight factors. On this basis, we use the knowledge of fuzzy mathematics and statistics, etc. and use the membership, for each of the evaluation factors and its factors, to distinguish

fuzzy boundaries, and construct fuzzy evaluation matrix. Then through the use of multi-layer composite operation to finalize evaluation object belongs to which level [9, 10].

(1)Construction of single-stage Fuzzy Comprehensive Evaluation Model

Mathematical models of fuzzy comprehensive evaluation are generally composed of several elements of factors set U, judge set V, evaluation matrix R and index weight sets.

Determine the evaluation index factor set U: Suppose the number of evaluation index is m, U = {U1, U2, . . . , Um} represents all the factors of evaluation index for the object being.

According to the evaluation index system constructed, use the 31 assessment indicators of the layers of managers, to construct the set U = {UB1, UB2, UB3, UB4, UB5, UG1, . . . , US3}.

Determine the reviews set V: Suppose there are n Rank V = {V1, V2, . . . , Vn} that represent limited set of reviews of each evaluation index factor. Each level is consistent set of reviews, reviews set can not be too much nor be too little, too much nor too little is not conducive to objective and reasonable assessment of the merits of the object. In this paper the establishment of the reviews set is as follows:

V = {excellent, good, fair, poor, very poor}

Determine the proportion of index factors: A={a_1, a_2, …, a_m} represent that index factors set share in the overall assessment, must be met:

$$\sum_{i=1}^{m} a_i = 1$$

Because determining the weight of the index factor is especially important for fuzzy comprehensive evaluation, after comparing all the methods to determine the factors weights, we know that the Analytic Hierarchy Process (AHP) is more appropriate.

Determine the fuzzy comprehensive evaluation matrix R: R = (r_{ij}) indicates fuzzy evaluation matrix. Wherein, r_{ij} represents the membership degree of indicator U_i to V_j. In this paper, when making a harmonious management leadership assessment, we use membership function to calculate r_{ij}, and use R = {r_{i1}, r_{i2}, …, r_{in}} to represent the evaluation set of index factor U_i.

Through the above analysis, fuzzy comprehensive evaluation model of single-goal is:

$$B = A \cdot R = (a_1, a_2, ..., a_m) \cdot \begin{bmatrix} r_{11} & r_{12} & ... & r_{1n} \\ r_{21} & r_{22} & ... & r_{2n} \\ ... & ... & ... & ... \\ r_{m1} & r_{m2} & ... & r_{mn} \end{bmatrix} = (b_1, b_2, ..., b_n)$$

$$[r_{i1}, r_{i2}, ... r_{in}] = [w_{i1}, w_{i2}, ..., w_{ik}] \begin{bmatrix} 0 & 1 & ... & 0 \\ 0 & 0 & ... & 1 \\ ... & ... & ... & ... \\ 0 & 1 & ... & 0 \end{bmatrix}_{k \times n} \quad (i = 0, ..., m)$$

Wherein, W_{ik} represents the weights of k reviewers, matrix k×n indicates the raters' evaluation of the i-th index.

(2) Build a multi-target multi-level fuzzy comprehensive evaluation model

In order to make the final results of the comprehensive evaluation index system more objective and credible, this paper set up multi-level assessment indicators to make harmonious management leadership evaluation model more objective and reasonable. When making the target multilevel fuzzy comprehensive evaluation, we need to draw conclusions of the assessment gradually move from the bottom.

Based on the comprehensive evaluation of single-level sub-goals, use the reviews set B_{ij} (i denote the i-layer, j denotes the same layer as the j-th goal) of the sub-goal of the same layer to form a new fuzzy matrix R_i:

$$R_i = \begin{bmatrix} b_{i11} & b_{i12} & ... & b_{i1n} \\ b_{i21} & b_{i22} & ... & b_{i2n} \\ ... & ... & ... & ... \\ b_{il1} & b_{il2} & ... & b_{iln} \end{bmatrix}$$

Where the subscript i represents the number of the sub-goals of the same layer.

Given the weight of layers of sub-goals set: A= { a_{i1}, a_{i2}, …, a_{il} } , we can obtain a comprehensive evaluation of relative to the parent layer according to fuzzy math relationship:

$$B_{i-1} = A_i \cdot R_i = (a_{i1}, a_{i2}, ..., a_{il}) \cdot \begin{bmatrix} b_{i11} & b_{i12} & ... & b_{i1n} \\ b_{i21} & b_{i22} & ... & b_{i2n} \\ ... & ... & ... & ... \\ b_{il1} & b_{il2} & ... & b_{iln} \end{bmatrix} = (b_{i-11}, b_{i-12}, ..., b_{i-1n})$$

Where the subscript "i-1" indicates parent layer of "i" layer. According to the above calculation method, evaluate from the bottom up layer by layer, and finally determined the final comprehensive evaluation.

(3) Calculate the fuzzy comprehensive evaluation model

According harmonious management leadership assessment model based on fuzzy comprehensive evaluation method, We need to calculate in accordance with certain principles to be able to make the model more credible.

Calculation of the text of the harmonious management leadership assessment model, use the "maximum membership degree principle" to calculate. "The biggest membership degree principle" is, from B = （b_1, b_2, …, b_n) to select corresponding grade of the largest evaluation value b_j(j = 1, 2, …, n) as the final evaluation results. As the paper, when the two member are the same, we select the better one as the final results of the evaluation.

(4) Determining the weights of harmonious management leadership evaluation index system

As different internal and external business environment, then all aspects of business requirements are not the same to managers. Therefore, according to the actual situation of each enterprise we determine the weight of the evaluation system, so that the evaluation can be more scientific, reasonable and credible. The text selects Analytic Hierarchy

Process (AHP) to determine the weight of evaluation system. Here is the specific step of using AHP to determine the weight of evaluation system:

Clear hierarchy of problems: When using the analytic hierarchy process, the first step you need to group all the included factors, the second step is according to certain properties divide them into several groups, include a total target layer, criterion layer and index layer.

Target layer: the highest level expected to reach, that is achieved when solving the problem. Target layer is objectively reasonable and accurate assessment of the harmonious management leadership of managers.

Criterion layer: the second level of evaluation criteria (also known as factor layer), it is the middle part to achieve the relevant assessment. Guidelines layer is composed of three elements include leader, is composed of leaders and leadership situations based on hierarchical relations, these factors will play a significant impact on evaluating the harmonious management leadership.

Index layer: it is the most basic level, through specific indicators to evaluate harmonious management leadership of managers. Managers harmonious management leadership assessment hierarchy shown in Table II

TABLE II.   HIERARCHICAL STRUCTURE MODEL DIAGRAM

target layer	evaluation of harmonious management leadership of managers
criterion layer	The classification of the influencing factors
index layer	influencing factors

Construct judgment matrix: Analytic hierarchy process is the most critical step when constructing the judgment matrix; the matrix will make a very clear representation when determining the relative importance of factors between two levels. When factor A_k from A layer and the factors B_1, B_2, …, B_n from the next level are linked, then construct judgment matrix as shown in Table III below:

TABLE III.   JUDGMENT MATRIX

A_K	B_1	B_2	…	B_n
B_1	b_{11}	b_{12}	…	b_{1n}
B_2	b_{21}	b_{22}	…	b_{2n}
…	…	…	…	…
B_n	b_{n1}	b_{n2}	…	b_{nn}

In which, b_{ij} is relative to A_k, it is the value of relative importance of B_i to B_j, b_{ij} usually take 1-9 and their reciprocal, its meaning is:

b_{ij} = 1, represents B_i is important as B_j;
b_{ij} = 3, represents B_i is a little more important than B_j;
b_{ij} = 5, represents B_i is more important than B_j;
b_{ij} = 7, represents B_i is much more important than B_j;
b_{ij} = 9, showing extreme B_i important than B_j;

There is a similar meaning when b_{ij} take each number 2, 4, 6, 8 or their reciprocal. Obviously, all judgment matrices satisfy the following formula:

$$b_{ij}=1,\ b_{ij} = \frac{1}{b_{ij}}(i, j = 1, 2...,n)$$

Calculate the relative weighting of factors: This step is mainly to calculate the weights of A_1, A_2, …, A_n, and do the consistency test. By the pairwise comparison of A_1, A_2, …, A_n, we have the judgment matrix A, the largest eigenvalue and eigenvectors of matrix A can be solved. The geometric average method which is a common method for calculating the relative weighting of factors is as follow.

$$W_i = \frac{\left[\prod_{j=1}^{n} \alpha_{ij}\right]^{\frac{1}{n}}}{\sum_{i=1}^{n}\left[\prod_{j=1}^{n} \alpha_{ij}\right]^{\frac{1}{n}}}, i = 1, 2, ...n$$

Then we do the consistency check, the calculation of the consistency index C. I (Consistency Index) is as follow.

$$C.I = \frac{\lambda_{\max} - n}{n-1}$$

$$\lambda_{\max} \approx \frac{1}{n}\sum_{i=1}^{n}\frac{(AW)}{W_i} = \frac{1}{n}\sum_{i=1}^{n}\frac{\sum_{j=1}^{n}\alpha_{ij}W_j}{W_i}$$

In the formula, the maximum eigenvalue of judgment matrix A is determined by x, and it represents the order of judgment matrix A with n.

Because different order of judgment matrix, so the Mean Random Consistency Index (Random Index) will therefore be different. For the Mean Random Consistency Index Y of judgment matrix, this paper uses the results of Saaty, as shown in Table IV.

TABLE IV.   MEAN RANDOM CONSISTENCY INDEX

Order	1	2	3	4	5	6	7	8	9
$R.I$	0	0	0.58	0. 90	1. 12	1.24	1.32	1. 41	1. 45

The ratio of $C.I$ and $R.I$, called random consistency ratio, referred to as $C.R$ (Consistency Ratio).

$$C.R = \frac{C.L}{R.L}$$

Under the Analytic Hierarchy Process: When the random consistency ratio $C.R$ = 0, the judgment matrix is completely consistent; when the random consistency ratio $C.R$ <0. 1, the judgment matrix is satisfactorily consistent; when the random consistency ratio $C.R$ >0. 1, we will need to amend the judgment matrix, so as to satisfy $C.R$ <0. 1.

Determining the weights of assessor: About the Harmonious Management Leadership Assessment of managers, in order to make the results more scientific, rational and objective we use the 360-degree evaluation thought for the choice of evaluation staff to obtain evaluation data, despite careful selection, but during the study, we also need to determine the weights based o the importance of different evaluators. For determining the weights of evaluators, we mainly use Delphi method to determine the weight of each evaluation staff as follows.

$$w_i = \frac{\left(\sum p_{ij} \right)}{n}$$

Where: Wi is the weight of evaluator i;

Pij is the value of the weight of i evaluated by expert j;

n is the number of experts.

IV. EMPIRICAL ANALYSIS OF THE EVALUATION OF HARMONIOUS MANAGEMENT LEADERSHIP

A. Evaluation Company Overview

The template is designed so that author affiliations are not repeated each time for multiple authors of the same affiliation. Please keep your affiliations as succinct as possible (for example, do not differentiate among departments of the same organization). This template was designed for two affiliations.

Company H is a joint-stock enterprise, it set animal medicine, health products research and development, sales and service as one of the modern joint-stock enterprises. The company have 3 Dr, 5 graduate students, 19 senior veterinary; more than 600 employees, more than 96 percent of which have college education. The company has Chinese medicine powder, additives, water agent, premixes, antiseptic disinfectants, health care, more than 160 varieties, and they meet the market price and the various needs of different clients. With the rapid development of the company H, the company now attaches great importance to train managers' leadership, through a variety of ways and means to cultivate leadership level of layers of managers. In recent years, the company through cooperation with a number of enterprise management consulting firm, developed the company's leadership assessment questionnaires, applied to company managers' leadership

assessment. However, by survey interviews we found that, in the key leadership evaluation process, they only use one questionnaire to evaluate managers at all levels. Which appeared in the actual work: pertinence, comparability and the level are not strong and some other issues? The following will apply Harmonious Management Leadership Evaluation Model for comprehensive evaluation of company H.

B. 4. 2 Evaluation Process and Analysis

(1) Determine the evaluators and the evaluators assess

In the empirical analysis, we selected part of the company managers as evaluated, based on a 360-degree assessment method, we conducted a survey of interviews is to the managers superiors, subordinates and peers, and self-assessment of the relevant staff, and the heavy weight of each evaluation staff were calculated (table V) by the use of Delphi method. In the survey, because of limited objective conditions, only six managers were selected for evaluation.

TABLE V. EVALUATOR WEIGHT DISTRIBUTION

Evaluation personnel (number)	Superiors （2）	Colleague （3）	Lower（2）	Self-evaluation（1）
Weights（Wi）	0. 18	0. 12	0. 10	0. 08

(2) Determine the weight of evaluation index system

According to previously established managers' harmonious management leadership evaluation index system, index system consists of a total of seven dimensions. By scoring from 13 experts, weights of the rule, and index layer were determined. MATLAB was used, we calculated in accordance with the steps of AHP to obtain the weight of harmonious management leadership evaluation index system, as shown in Table VI.

TABLE VI. THE WEIGHT OF EACH INDEX

First level	Weight W_k	Second level	$W_k \bullet W_{ks}$	Weight W_{ks}
Behavior influence	0. 19	Integrity and honesty	0. 0399	0. 21
		Passion and dedication	0. 0228	0. 12
		Responsibility	0. 0228	0. 12
		Good at learning	0. 0266	0. 14
		Social responsibility	0. 0285	0. 15
		Social skills	0. 0285	0. 15
		Crisis management capacity	0. 0209	0. 11
Strategic thinking	0. 12	Innovation ability	0. 0384	0. 32
		Strategic analysis and judgment	0. 0312	0. 26
		Strategic Objective unified capability	0. 0312	0. 26
		The ability to capture business opportunities	0. 0192	0. 16
Implementation capacity	0. 16	Setting sector operators target	0. 0464	0. 29
		The ability to develop the Business Plan	0. 0352	0. 22
		The ability to deploy resources	0. 0448	0. 28
		Improve processes and	0. 0336	0. 21

		strengthen the work of specification		
Culture management ability	0. 09	Focus on cultural diversity	0. 0279	0. 31
		Respect for cultural differences	0. 0198	0. 22
		Advocacy Culture	0. 0252	0. 28
		The ability of drawing on other cultures	0. 0171	0. 19
Team building and cooperation ability	0. 20	Forming a team consensus	0. 0540	0. 27
		Internal authorization, build trust	0. 0320	0. 16
		Optimize staffing capacity	0. 0360	0. 18
		The establishment of inter-team coordination mechanism	0. 0400	0. 20
		Contribute to mutual trust between teams	0. 0380	0. 19
Pay attention to staff development	0. 08	Attention to the needs for staff development	0. 0248	0. 31
		Encourage coaching staff capacity	0. 0296	0. 37
		Reserve personnel Ability	0. 0256	0. 32
Innovation capability	0. 16	Ability to access information	0. 0512	0. 32
		Reasoning ability to innovate	0. 0608	0. 38
		Risk management and control capabilities	0. 0480	0. 30

TABLE VII.   HARMONIOUS MANAGEMENT LEADERSHIP ASSESSMENT RESULTS

	A	B	C	D	E	F
Behavior influence	Good	Good	General	Good	Poor	General
Strategic thinking	General	Outstanding	Good	Outstanding	Good	Good
Emphasize implementation capacity	Good	Good	General	Good	General	General
Cultural management capabilities	Good	Poor	Outstanding	Good	General	General
Team-building and collaboration capabilities	Outstanding	Outstanding	General	Outstanding	Outstanding	Poor
Focus on subordinate development	Poor	Outstanding	Outstanding	Good	Good	Good
Innovation capability	Outstanding	Good	General	Poor	Poor	General
Integrated harmonious management leadership	Good	Good	Good	Outstanding	General	Good

$$[r_{11}, r_{12}, ..., r_{15}] = [0.18, 0.18, 0.12, 0.12, 0.12, 0.1, 0.1, 0.08] \begin{bmatrix} 0 & 1 & 0 & 0 & 0 \\ 0 & 0 & 1 & 0 & 0 \\ 0 & 0 & 0 & 1 & 0 \\ 0 & 0 & 1 & 0 & 0 \\ 0 & 0 & 1 & 0 & 0 \\ 0 & 0 & 1 & 0 & 0 \\ 0 & 1 & 0 & 0 & 0 \\ 1 & 0 & 0 & 0 & 0 \end{bmatrix} = [0.08, 0.28, 0.52, 0.12, 0]$$

Formula (1)

$$B = A \bullet R = (0.08, 0.16, 0.18, 0.2, 0.19) \bullet \begin{bmatrix} 0.08 & 0.28 & 0.52 & 0.12 & 0 \\ 0.20 & 0.36 & 0.32 & 0.12 & 0 \\ 0.08 & 0.30 & 0.32 & 0.20 & 0.1 \\ 0.20 & 0.30 & 0.30 & 0.20 & 0 \\ 0.08 & 0.52 & 0.28 & 0.12 & 0 \end{bmatrix} = (0.2, 0.27, 0.27, 0.2, 0.1) \quad \text{Formula (2)}$$

(3) Calculation and analysis of assessment results

Analysis of the fuzzy comprehensive evaluation method in harmonious management leadership evaluation model, With the Excel program for computing program manager for scoring each collected data for analysis. the mainly step of analysis.

The establishment of assessment matrix: A Case Study in being evaluated, according to the eight evaluators assess its index T1 ("teamwork") can be obtained by formula (1).

Similarly, You can get the next T "team-building and collaboration capabilities" five indicators of evaluation matrix：

$$[R_{A1}] = (r_{ij}) = \begin{bmatrix} 0.08 & 0.28 & 0.52 & 0.12 & 0 \\ 0.20 & 0.36 & 0.32 & 0.12 & 0 \\ 0.08 & 0.30 & 0.32 & 0.20 & 0.1 \\ 0.20 & 0.30 & 0.30 & 0.20 & 0 \\ 0.08 & 0.52 & 0.28 & 0.12 & 0 \end{bmatrix}$$

Then calculate $R_A = (r_{ij})_{31 \times 5}$ and RB、RC、RD、RE、RF。

Calculation results of a comprehensive assessment can be obtained by the formula (2).

Based on the above data were normalized after treatment, obtain （0. 192, 0. 260, 0. 260, 0. 192, 0. 096),

In the argument clear: when the same membership to take better evaluation of the assessment, the behavior would demonstrate the ability to evaluate the results of A is "good."

Similarly, you can get to the evaluators to assess the results of the last six were normalized matrix. Then vague calculated in accordance with the foregoing steps of comprehensive evaluation, the evaluation results are normalized, and then conduct a fuzzy calculation, and then use the results of analysis of a comprehensive assessment.

The end result obtained by the calculation program such as matrix B：

$$B = \begin{bmatrix} 0.2182 & 0.2273 & 0.2273 & 0.2182 & 0.1091 \\ 0.2045 & 0.2273 & 0.2273 & 0.2272 & 0.1136 \\ 0.2128 & 0.2364 & 0.2364 & 0.1891 & 0.1253 \\ 0.2384 & 0.2384 & 0.2384 & 0.1847 & 0.1001 \\ 0.1555 & 0.2225 & 0.2392 & 0.2392 & 0.1435 \\ 0.1280 & 0.2415 & 0.2415 & 0.2319 & 0.1570 \end{bmatrix}$$

And so, the end result can be used Table VII.

Application Analysis: He said the manager harmonious management leadership is relatively comprehensive evaluation, and introduces fuzzy comprehensive evaluation methods to ensure the harmonious management on the basis of a comprehensive evaluation of managers on leadership, capable of being evaluated from different aspects of a comprehensive Determination. According to the comprehensive evaluation of enterprises capable of harmonious management leadership, managers index for each specific dimension proposed upgrade requirements for the efforts of managers to improve the direction. The use of harmonious management leadership evaluation system and feedback process, to fully exhibit comprehensive, scientific and targeted benefits of the evaluation system of six to be harmonious management leadership status of the evaluation were made objective and truthful evaluation.

In use, we found that the evaluation system has some flaws, when eligible, more cumbersome process because the data must be analyzed by means of software talent.

V. CONCLUSIONS

In this paper, the theory of leadership, by scholars, experts and business managers were interviewed for harmonious management leadership evaluation of the repeated exploration and, where appropriate, to build a harmonious management leadership evaluation index system. In order to make the evaluation more objective and accurate, innovative fuzzy comprehensive evaluation method is introduced harmonious management leadership assessment to construct the harmonious management leadership evaluation model. Finally, select H company as a representative of the model of the harmony leadership assessment, the results show that the harmonious management leadership evaluation model for enterprise managers to enhance harmonious leadership has great positive effect.

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