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SPECIAL POINTS OF INTEREST:

- The Five Precept of Confucius :
- The Five Elements of Taoism
- The Two Pillars of Taoism

12-DAY GUIDE:

Day 1 -5 will disclose to you the attributes of leadership that are important for bosses and managers to gain respect from employees. 2-4

Day 6-10 will highlight the attributes of leadership that are traced back to Taoism. 5-7

Day 11 and day 12 will ask you to look at the bigger picture, the Approach to Leadership. 8-9

Dragon Leadership: 儒道

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Brief Introduction of Joanna Tong



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Brief Introduction of Dragon Leadership

The relationship between employers and employee is not a new management issue but an issue waiting for a new approach. Western management model place a large focus on processes and systems and less non winning hearts and minds. Leaders need to look for solutions somewhere; it is time to turn to the relational approach found in Eastern philosophy. The author has applied the ancient Chinese wisdom to make organizational turnarounds and improvements of leadership teams. The main purpose of this book is to make the information accessible for managers at all levels to take action and make a difference.





Confucius, one of the greatest Chinese philosophers, teaches the key principles and virtues of human relationships in society

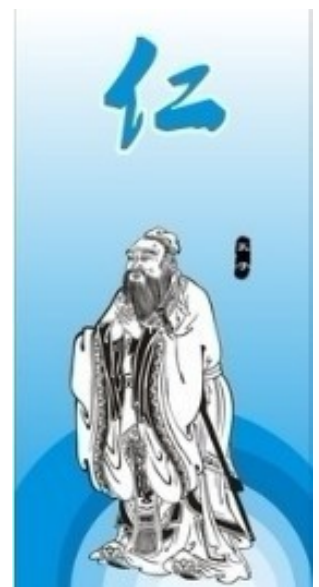
*“...how the precepts
(kindness,
righteousness,,
propriety, wisdom
and trustworthiness)
originated in 500 BC
remain relevant to
the modern business
world” (p. 3)*

Day 1 : Kindness

The concept of Ren refers to the attributes of bringing people together. Bring people together requires patience, understanding and determination. Kindness does not mean bosses are to be soft and avoid conflicts at all costs. On the contrary, bosses are supposed to show their kindness and consideration of others when taking tough action to deal with staff’s undesirable behaviours.

How to protect your real asset:

1. Manage your well being as much as managing team performance
2. Refresh your perceptions of staff in a new positive light
3. See employees more as people with talent than ‘workers’
4. Understand the needs of your staff and make sure they understand yours
5. Treat employees with thoughtfulness fairness as well as discipline
6. Show leadership not just in good but also challenging times
7. Stand tall, stay calm and speak the truth
8. Keep communication open-both ways
9. Show empathy even though you hold a different opinion
10. Do not forever work in the team; work on the team too

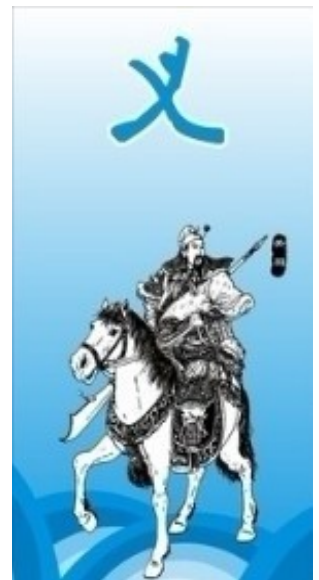


Day 2 : Righteousness

The concept Yi in the Chinese language literally refers to righteousness. Translating Confucius’s foresight to business, the true leader works with aspirations and toward higher goals adding value to the works beyond profit maximization and therefore guarding his or her decisions and actions with what is right and what is wrong.

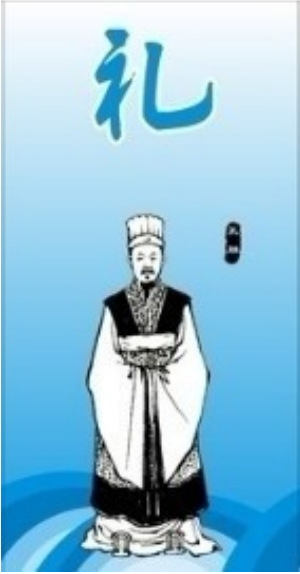
How to do what ought to be done:

1. Do not copy what others do; examine your actions and decisions independently from time to time
2. Listen to a wide range of people, their doubts, reservations and warnings that may not be your liking
3. Pay attention to advice or information that strikes a chord because its importance is more than intellectual
4. Making profit is the result of serving people well; do not forget the cause of the reward
5. No matter how senior or experienced you are as a boss, ground yourself by relating to people at all levels
6. Listen to the opinions of different people with your own mind opened
7. Remember it is your own judgment that matters the most
8. In order to find the right answer, you have to dispel all of your doubts
9. Believe that inside each one of us, we hold the intrinsic truth and values
10. Let yourself not be judged by others but by yourself own conscience, your sense of right and wrong



Day 3: Propriety

The concept Li is often translated as ‘propriety’, ‘rites’ and ‘etiquettes’. Li also can be understood to include attributes like loyalty and respect to superiors and carefulness and straightforwardness to juniors.



How to govern from within:

1. To protect the interest of the business and the individual involved, formalize the governance relationships
2. No matter how tempting the offer may sound, do you due diligence on what you will be committed to
3. Put the Board of Directors on top as well as the bottom—the support base—of the organizational chart
4. Develop foresight always look ahead, beyond and above
5. Be courageous enough to make tough decisions to move forward as well as retreat wisely
6. The Board should look for solutions not only to address existing problems but also the situation beyond
7. Non-executives directors and Chief Executives should do what they themselves, not others, expect to achieve
8. Think about return on investments and costs and benefits inside and outside the traditional business context
9. Develop a personal mission as well as a business mission and make sure the two reconcile
10. Be as innovative and entrepreneurial as you possibly can to make the world market a better

“Governance in most Western countries is bound by legislation and contractual agreements” (p. 43).

Day 4: Wisdom

Confucius’s concept of Zhi, translated into English means ‘wisdom’. According to Confucius, it is important to solve a problem or address a situation with a rational, analytical mind.

How to choose to grow or not to grow:

1. Remember first thing at work what motivated you to set up a business or run a company or department
2. When scheduling your daily, weekly and monthly activities, make sure they are in line with your original objectives
3. Focus on what you want to achieve, not what you want to impress, by taking your performance to a higher level
4. Use ‘what is the best you can offer to your target markets’ not ‘what is the biggest profits you can make’ as your personal and business compass
5. Count your achievements by measuring the benefits you provide for other people year-on-year, or even in a lifetime
6. When you are ready to raise your game, use your wisdom to distinguish the sidetracks from the main path
7. Do regular ‘cleansing of your thoughts and activities: write down the sidetracks that keep you away from your truth and eliminate them quickly
8. Sidetracks are winding routes and may not lead you to where you want to be because they could be other people’s paths not yours
9. Find your spark, find what moves you most and find what makes you unstoppable
10. Honor success by celebrating how far you have come; honor your truth by choosing how far you still want to grow



“Growing a business is a combines organix and technical process” (p. 63).

“Corporations spend a fortune in training courses on presentation skills for chief executives, senior managers and sales staff” (p. 83).

Day 5: Trustworthiness

Xin translated into English means trustworthiness. The Chinese character of Xin 信, trustworthiness, consist of the words ‘人’ meaning ‘people’ and ‘言’ meaning ‘words’. In Chinese culture, words and deeds are one, not separate. This applies to personal conducts, family relationship, business activities and governing authorities.

How to seize the defining moment:

1. Discuss mistakes with an open and a learning attitude, identify solutions beyond past experiences and move on
2. Admit a mistake was made and take responsibility for it but refrain from using junior staff as scapegoats
3. No matter what job roles you have undertaken stay with your beliefs and values and act accordingly
4. Be trustworthy in whatever you do everyday, every moment from where you are
5. Communicate and serve customers, business partners, supplies and staff with mutual openness
6. Be professional and tactful but do not cover up the truth for your tone of voice and manner will speak volumes
7. There may not be jobs for life any more but give your best to your current role, do not take shortcuts
8. Watch what you say because you have to back it up with actions
9. When people speak also look them in their eyes, when you speak also look at others in their eyes
10. Invest time and effort to get to know people as individuals beyond business meetings and legally bound documents



Reality Check

The following questions are designed to help you assess the strength of governance in your company or organization. Write down your initial thoughts as quickly and honestly as you can without dwelling on them too deeply at this stage:

1. The Board of Directors is active in the following three areas; the company or organization will benefit if they also contribute to?
2. The current Board of Directors have strong skills in; the company or organization needs the additional skills?
3. Communications with the Board are mainly conducted by; communications with the Board could be much improved by?





Lao Tzu (604-531 BC) is the founder of Taoism, an ancient Chinese philosophy.

“Central to Taoist belief is harmonizing with the Cosmos’ energy, and hence the importance of keeping a balance of the Five Elements it identifies” (p. 105).

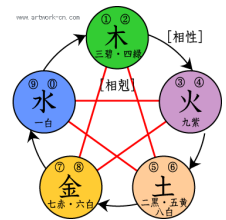
Day 6 : Metal

Metal is the same word as gold in the Chinese language. It is precious and highly sought-after. During urgent times, it is far more valuable than currency as its value remains unchanged. Same for business, it is important for one to hold up their unique value.

When facing tough situations, businesses shall not compromise or sacrifice their unique value but to maintain it to beat competition.

How to master your business destiny:

1. Whether you trade internationally or not, extend your business knowledge and market information to the world markets
2. Do not think about your business in the context of a specific market or location; think globally all the time.
3. Do not wait for change hoping that it may not happen, instead expect change because it is the business environment we are in now.
4. Own the decisions and choices you make.
5. Always ask yourself: ‘is the easy option a good option?’



Day 7 : Water

Water does not use force to remove big rocks in its way nor does it stop and drill a hole through them. Instead, it gets around its obstacle and move on. The same analogy should be applied to business when perceive change, manage change, and rise above change. Three things to keep in mind when dealing with change: expect the change, face the change, and change with the change.

How to meet change with change:

1. Be very specific about your business goal and use it as a compass to steer you into uncharted territories.
2. Be very clear about why change to business is imperative: it should not be a quick fix but beneficial in the long term.
3. Have a plan detailing the steps and what needs to be done but keep an open mind to options.
4. Take one step at a time, either small or big and set a realistic, manageable momentum.
5. When it gets tough, go back to the original goal your to achieve take your ‘compass’ out.
6. Bring people on board; the right people not mediocre ones.
7. Let people challenge you, stretch you and inspire you.
8. Plan sufficient time and resources, it always requires more than anticipated.
9. Schedule ‘step-back’ time into the plan, get an overview and cover your ground.
10. Make a celebration and have a big treat for everyone who dares to meet change with change successfully.



Day 8: Wood

Wood has a giving and functional nature. It selflessly creates a niche for plants, animals and human beings. In the currently business world, taking is valued more than giving. However, sometimes giving could mean taking even more back. By sharing knowledge and resources between departments, a company could accomplish its goals more efficiently.

How to give more to gain more:

1. Replace the question “what is in it for me?” with ‘what is in it for us?’
2. Calculate profit and loss on a much larger scale than the balance sheet.
3. Use team collaboration as a criterion in performance reviews and recommendation for promotion in the workplace.
4. Change the team behaviour from ‘it is not my problem’ by saying ‘how can I help’ to each other.
5. In your business plan, create a new heading known as: business relationships strategy.
6. List all the financial and non-financial rewards as your personal and business objectives.
7. Transfer the concept of the World Wide Web from computers into interpersonal and business relationships.
8. Measure business performance not only by the numbers achieved but also by the perceptions and opinions of others inside and outside your organization.
9. It is not how you manage a business but the business context that matters in the current economic climate.
10. In order to make a big difference, make small difference from the self first.



“Taking’ rather than ‘giving’ is a common practice in businesses and organizations” (p. 147).

Day 9: Fire

Fire in Taoism is believed to be energy coming from the heart. Same as for passion, it is the driving force coming from our heart and propels us each day. Passion is important to business because it helps us to accomplish our goals with the greatest outcome. We need to be thinking of our goals, living them, and breathing them and let our goals become a part of us.

How to light up business goals:

1. Set very clear business and organizational intention and use it as a baseline and barometer for actions.
2. Revise business and organizational intention regularly, discuss it with staff openly and adopt constructive ideas.
3. Restore the traditional practice: take care of the employees as a good employer.
4. In order to have a dream team, first make your business and organization a dream place to work.
5. Reward employees with job satisfaction, fulfillment and pride in addition to reasonable financial incentives.
6. Regard staff members as important as business partners rather than a work force, and treat them accordingly.
7. As human beings, you and your staff share similar needs and wants and aspirations and motivations, build a common ground.
8. Work on the target numbers, not in.
9. Make working for you and your company part of the attractive recruitment package.
10. Aim to win not only cooperative actions but also hearts and



“Goal setting is not alien to businesses and organizations. Individual do a lot of it too” (p. 167).

“A golden rule to maintaining relationships, both business and personal, is to keep them alive” (p. 189).

Day 10: Earth

The Earth has a quality of togetherness which provides a fertile environment for vegetation and plant growth. An organization should also have this quality to keep the business alive. People in an organization should interact with each other more and appreciate each other. This way everyone will feel special and will be more willing to contribute.

How to make them feel special

1. Spice up your work life by showering others with ‘thank you’ creatively, give people nice, little surprises.
2. Appreciate how others have helped, either in small or big ways, regardless of their job position and responsibilities.
3. Stop using ‘busy’ as an excuse to put your work relationships on hold; it is when you need them the most.
4. Encourage others to repeat and even improve their service by giving them unconditional compliments.
5. Be generous and selfless in thanking people’s contributions; do not expect returns and additional favours.
6. In your everyday interactions, focus on what people have achieved not what is missing.
7. Fill your heart with gratefulness completely so that there is no room for judgments.
8. Thank people with wisdom and sensitivity.
9. Make your appreciation bespoke to the needs and dispositions of others; put them at ease.
10. Be honest and direct with your gratitude but deliver it with grace.



Reality Check

You need to conduct an audit of your business or department on an annual basis, not just for financial but also for business development purposes. Use the exercise as guidance to identify what you did a year ago and think how you would do it differently this year. Read the following questions and circle the most appropriate answer:

On business suppliers, over the last year (Yes/No):

1. Did you keep yourself up-to-date with the news and latest developments of the supply chain relevant to your business?
2. Did you constantly find out about the business activities and financial situation of your existing suppliers?
3. Did you have a 95 per cent or above satisfaction with your existing suppliers?
4. Did you take a proactive approach to widen your contact and networks so as to get to know other people who could be your potential suppliers?

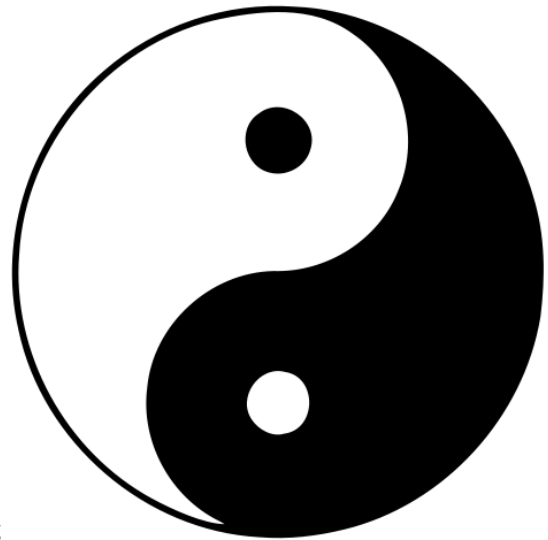


Day 11 : Yin Yang

Yin and Yang symbol is the classic representation of Taoism. It is drawn as an enclosed circle, which represent completeness the Universe. The black shape is known as Yin (femininity) and the white shape is known as Yang (masculinity). These two shapes are identical but arranged in opposite positions, illustrating the belief of opposite forces coexist and operation in natural cycles. The symbol also shows that Yin contains Yang and Yang contains Yin (small circles) because Taoism believes that opposite forces are not antagonists but to make the entire operation dynamic. In business, there are hard skills (the motion) and soft skills (the emotion). Although motions are actions taken to make business successful, we need emotion to be the driving force.

How to increase business momentum:

1. Keep the strategic and operational activities consistent with each other.
2. Get the commitment from each individual member of staff and the same commitment from them to work as a team.
3. Step in to implement and monitor the operation and step out to refresh and remember the strategic goals.
4. Make effectiveness not workload count in team productivity.
5. Take a long view of the business activities: long-term sustainability outweighs short-term profitability.
6. If you are in a senior management position, take responsibility for your own stress level.
7. Manage stress at work as a mandate for it causes detrimental effects and huge costs to businesses.
8. Attendance matters but the energy people bring (or not) to work is absolutely critical.
9. When others are going through the motions, you spark up yours.
10. Influence your staff and other people with what is influencing you deeply.



Day 12 : Tao

Taoism suggests that there is a source of creation governing the regularity such as season cycles. This source is the flow of the universe, which is the essential meaning of the word Tao. Taoism encourages people to go with the flow and let things happen smoothly rather than forcing issue in their own methods. In business, people are always in search of a success formula. However, there is not just one. To identify the right “flow”, we need to exercise a refined discernment.



How to discern the right flow:

1. Be clear and specific about your personal and professional goals.
2. Listen to other people attentively for they may give you useful clues but always make your own choices.
3. Refrain from going alone; bringing others with you will create a bigger driving force to help you flow better.
4. Do not get too absorbed, step back to take stock and take a breathers.
5. Dedicate resources to monitor the external influencing forces but assess them carefully and sensibly.
6. Relate your business activities to market information but do not make sacrifices and compromises unnecessarily.
7. Be aware of the external business environment; use it as a guiding tool not a goal post.
8. Find the meaning and the core of your business and organization before setting any specific goals.
9. Use market information to support creative ideas and use creative ideas to break through market information.
10. Identify what it means for you , your business and organization to be successful.