

Manage Like a Gardener

Corporate Culture and *The Book of Changes*

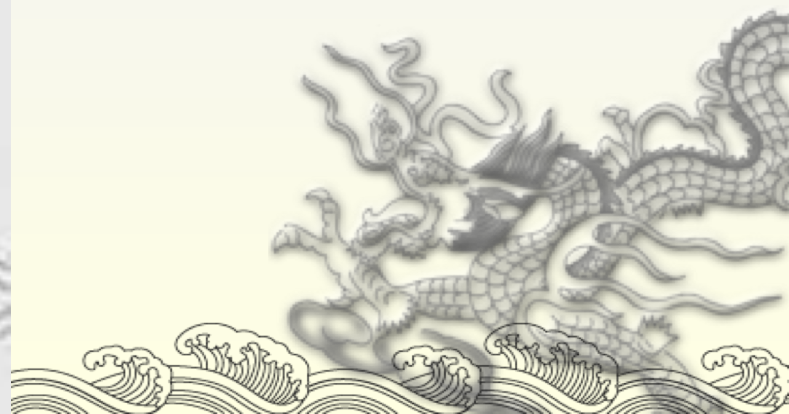


Hongbing Iris Cai
27 March 2019





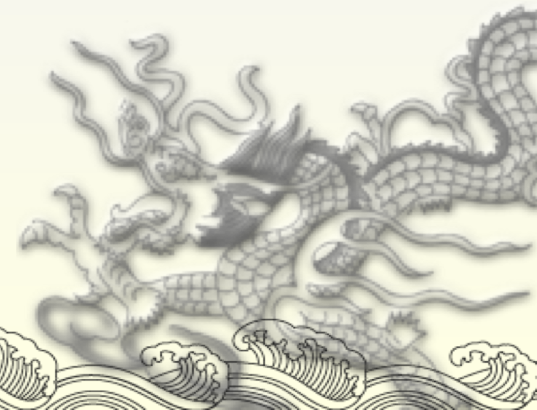
Fishing without Bait





The Book of Changes

1600 BC



Chinese Ancient Wisdom

qióng zé biàn biàn zé tōng tōng zé jiǔ

穷则变，变则通，通则久。

Poverty gives rise to a desire for change.

Adversity leads to prosperity.

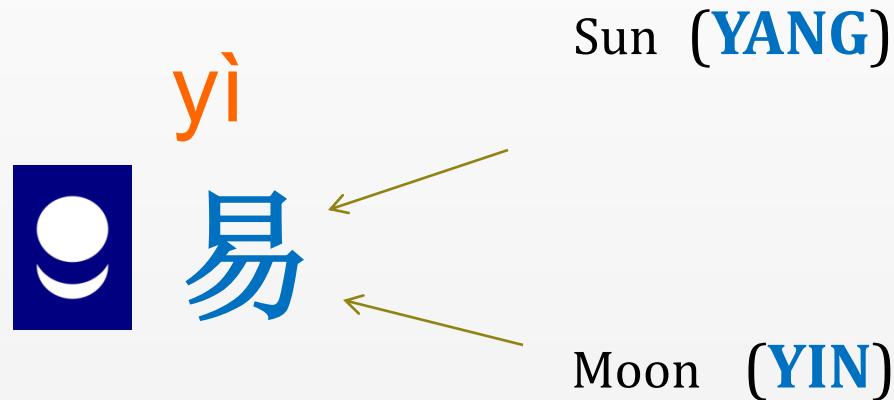


---The Book of Changes

1600 BC

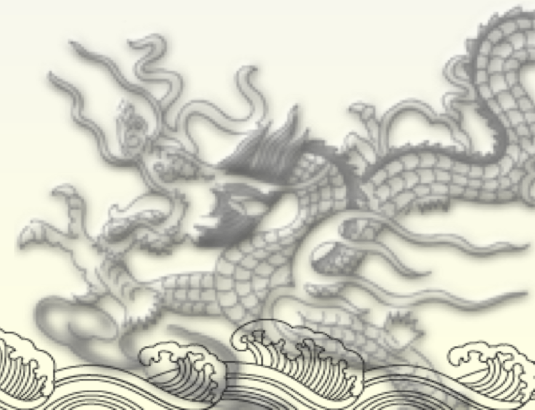


The Book of Changes

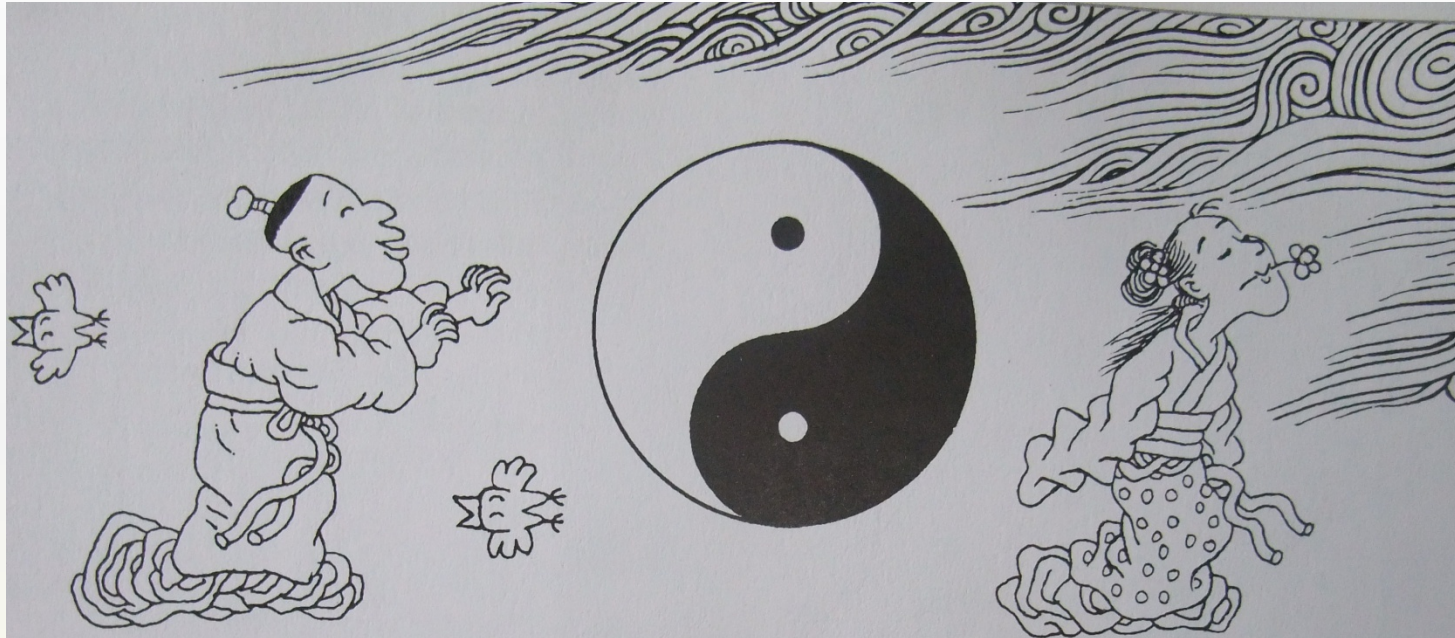


“易” (yì) has Three meanings:

1. 简易. ‘Simple and easy’
2. 变易. ‘Changing’
3. 不易 ‘Unchanging’



Unchanging



小宇宙。”作为小宇宙的人，也同样具备这样的法则，所以说“不易”。

big body, while the human body is a miniature universe.”As a small universe, man is
e laws as the universe. Hence, he too is said to be “unchanging.”

Changing

(Yang)

Yin & Yang Balance

(Yin)

Sky

Sun

Day

Man

Hot

Up

Good

Rich

beautiful



Earth

Moon

Night

Woman

Cold

Down

Bad

poor

ugly

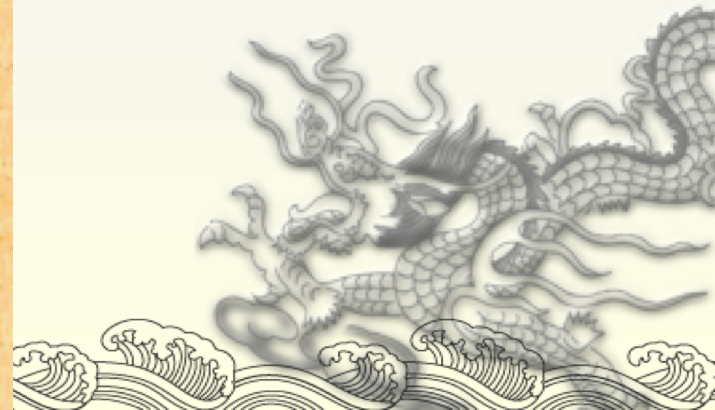


Who Wrote *The Book of Changes*?

zhōu wén wáng
周 文 王

The King Wen
of Zhou Dynasty

1600 BC



史記
姜尚
乃人
為廣
為流
傳者
神話
故事
寧事
直
中
取不向曲
中求意不立演惟秀
賢人來訪乃天野又記



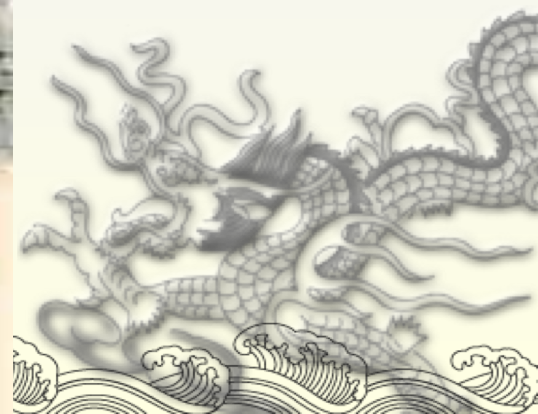
jiāng zǐ yá

姜子牙

Mr. Jiang

1600 BC

大公釣魚圖
乙亥
姜尚
何作
此稿
今歲
寫第
二
野



Fishing without Bait



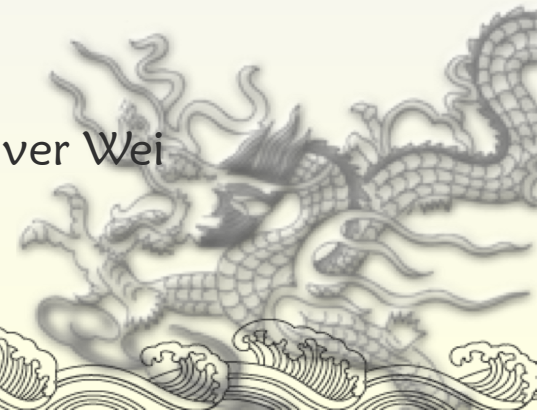
No fishhook

No bait

Felt the happiness with fishes
while fishing.....

Mr Jiang

Fishing in the River Wei



King Wen Met Mr Jiang



Fisherman VS Gardener

Fisherman

Gardener



Manager vs Staff



Manager

Staff



fisherman

fishes



Manage like a fisherman

Use bait to fish

Use wages to hire staff

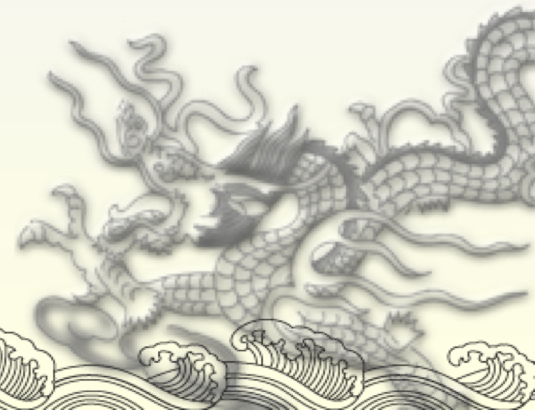
Fishes are attracted by bait

Staff are attracted by wages



Different bait catches different fish

Different wages for different skilled staff





Fisherman Management

Problem: The attitude when fishing and being fished
take advantages from each other

Difficulty: It's short term
contradiction between manager and staff

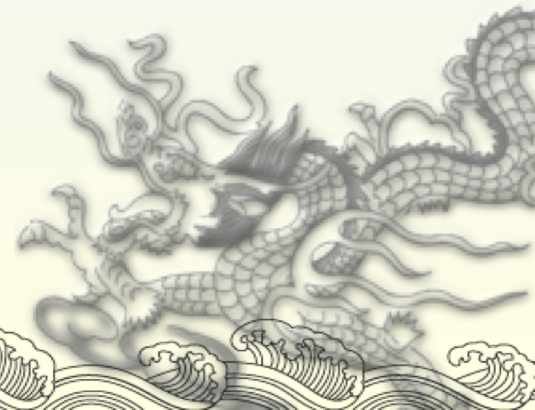
How to manage this contradiction?

No Way

--English

No Door

- Chinese



The Fundamental Principle of Management

How?

Understand, respect and care about people

yǐ rén wéi běn

以 人 为 本 People Foremost

treat people as root

