

# Review of: "A Conception of Yi ( ): Harmony, Fairness, and Justice in Management – A Prospective Inquiry Framework"

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This is an excellent, philosophically-designed, and insightful analysis of classic writings ascribed to Confucius on the concept of YI (harmony, fairness & justice), with application to management. Their methods may seem unusual for an article in management in that they are philosophically-designed in applying age-old approaches to the systematic and close textual readings of canonical figures in philosophy - in this case, Confucius. This methodological tradition requires a wide reading of the writings and context of Confucius as a canonical figure in philosophy, as well as using techniques of translation, cross-reference, logical analysis, and interpretation (see, e.g., Miller, Eugene. 1982. "On Rules of Philosophic Interpretation: A Critique of Ryn's Knowledge and History," The Journal of Politics 44 (1982): 409-419). This is the stuff higher education tradition is made of, from Plato's Academy of Classical Greece to the present. While there are relatively few scholars in modern academic society who dedicate their time and study to these philosophical canons, their good writing and analyses can be highly accessible even to mass markets, as evidenced in the #1 non-fiction best-selling critique of postmodernism by Allan Bloom, The Closing of the American Mind: How Higher Education Has Failed Democracy and Impoverished the Souls of Today's Students (New York: Simon & Schuster, 1987). Leong and Kiat present an excellent philosophical analysis of the concept of YI in the writings of Confucius that is highly accessible to an educated audience. The application to management makes this work highly useful, especially in understanding similarities of the concept of YI to the global literature on fairness and justice. And it is most practical in illuminating the cultural values underlying management within Pacific Rim communities and the diaspora of Asians throughout the world of management. It's not so different after all!