

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

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Potential competing interests: No potential competing interests to declare.

From a Māori perspective, which similarly prioritises balance and harmonious relationships and prioritises long-term beneficial outcomes for the collective, I see many points of connection with the Chinese perspectives articulated. One observation, which is not a critique of the paper's non-equilibrium treatment, is that the paper could acknowledge the genuine practicalities of applying traditional values to the contemporary challenges larger organisations face.

Nonetheless, it offers a valuable framework to address complex management challenges, encouraging leadership reflexivity— a very good paper indeed, thanks to the authors.