

Review of: "Revisiting Enron twenty years later: Eight executive blind spots worth remembering"

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Potential competing interests: No potential competing interests to declare.

This is not a scientifically rigorous academic study because it lacks first-hand data and a logical framework for objective analysis. Of course, the story has a unique perspective, and it is very interesting and enlightening to read.

It attributed Enron's failure to the construction of culture, which I personally agree with. After all, culture is the fundamental factor for the sustainable development of an enterprise and determines the underlying logic of organizational operation. However, I firmly oppose the view that the cultural factors of Enron's failure are related to China's system and culture. To a certain extent, this is an unfair judgment with the author's personal bias when he fails to fully understand Chinese culture and objectively evaluate its advantages and disadvantages.

I believe this is based on three objective facts. First, Enron was an American company, also listed in the US capital market. If a person wants to say which country's culture has the most influence on it, it should first be connected to the American culture rather than the Chinese culture. Second, the accounting firm that helped Enron to falsified its financial accounting and eventually led to Enron's collapse was Arthur Andersen, which was also an American company. Third, there are elements in Chinese culture that advocate success and competition, but the advocacy and institutional supervision in Chinese culture are by no means the root cause (or even the main reason) of fraud, deception, and unwillingness to face failure. Because we can observe that under the Chinese culture and supervision system, most of large enterprises in China are becoming more regulated, rather than embark on the path of financial fraud.

Therefore, the authors must change some of their unobjective expressions in the text. For example, "Under the shadow of the PRC, what employee would want to own up to personal failures or mistakes?", and "They created a fear-based feedback loop in the PRC system rather than designing a feedback loop that emphasized individual character and corporate health."