

# Yin Yang and Organizational Performance

Kris M. Y. Law · Marko Kesti

# Yin Yang and Organizational Performance

Five Elements for Improvement  
and Success

 Springer

Kris M. Y. Law  
Department of Industrial and Systems  
Engineering  
The Hong Kong Polytechnic University  
Kowloon, Hong Kong  
China

Marko Kesti  
University of Lapland  
Lapland  
Finland

ISBN 978-1-4471-6388-6      ISBN 978-1-4471-6389-3 (eBook)  
DOI 10.1007/978-1-4471-6389-3  
Springer London Heidelberg New York Dordrecht

Library of Congress Control Number: 2014933278

© Springer-Verlag London 2014

This work is subject to copyright. All rights are reserved by the Publisher, whether the whole or part of the material is concerned, specifically the rights of translation, reprinting, reuse of illustrations, recitation, broadcasting, reproduction on microfilms or in any other physical way, and transmission or information storage and retrieval, electronic adaptation, computer software, or by similar or dissimilar methodology now known or hereafter developed. Exempted from this legal reservation are brief excerpts in connection with reviews or scholarly analysis or material supplied specifically for the purpose of being entered and executed on a computer system, for exclusive use by the purchaser of the work. Duplication of this publication or parts thereof is permitted only under the provisions of the Copyright Law of the Publisher's location, in its current version, and permission for use must always be obtained from Springer. Permissions for use may be obtained through RightsLink at the Copyright Clearance Center. Violations are liable to prosecution under the respective Copyright Law. The use of general descriptive names, registered names, trademarks, service marks, etc. in this publication does not imply, even in the absence of a specific statement, that such names are exempt from the relevant protective laws and regulations and therefore free for general use.

While the advice and information in this book are believed to be true and accurate at the date of publication, neither the authors nor the editors nor the publisher can accept any legal responsibility for any errors or omissions that may be made. The publisher makes no warranty, express or implied, with respect to the material contained herein.

Printed on acid-free paper

Springer is part of Springer Science+Business Media ([www.springer.com](http://www.springer.com))

# Contents

<b>1 Linking the Ancient Wisdom to the Contemporary Management</b>	
<b>Concepts</b> . . . . .	1
1.1 Chapter Introduction . . . . .	1
1.2 Yin Yang . . . . .	1
1.2.1 What is “I Ching?” and What is Concept of Change? . . .	1
1.2.2 The Balance, the Change, and Yin Yang . . . . .	3
1.3 Correlative Cosmology (Five Elements) . . . . .	8
1.3.1 Correlative Cosmology (Five Elements) Relationships . . .	8
1.4 Chapter Summary . . . . .	11
References . . . . .	12
<b>2 An Yin Yang: Tacit Signal Integrated Human Capital</b>	
<b>Performance Analysis</b> . . . . .	13
2.1 Chapter Introduction . . . . .	13
2.2 Tacit Signals . . . . .	14
2.2.1 Elements in Tacit Signals . . . . .	14
2.2.2 Tacit Signal with Yin–Yang Concept Integrated . . . . .	17
2.2.3 Tacit Signal Measurement and Analysis Principle . . . . .	22
2.3 Team Competence Model . . . . .	23
2.3.1 Why Team Competence? . . . . .	23
2.3.2 What is the Team Competence Model . . . . .	24
2.3.3 How the Team Competence Model is Applied for Organizations? . . . . .	31
2.3.4 Organization Competence System Intelligence with the Five Elements of Yi Qing . . . . .	31
References . . . . .	31
<b>3 From Theory to Practice</b> . . . . .	33
3.1 Application of Five Elements Tacit Signal Model in Organizational Development . . . . .	33
3.1.1 Organization System Intelligence Positive Spiral . . . . .	33
3.1.2 Organization System Intelligence Negative Spiral . . . . .	33

- 3.2 Using Tacit Signal Model as Diagnostic Tool  
for Organizational Productivity . . . . . 35
  - 3.2.1 Linking Absence to Business Scorecards . . . . . 36
  - 3.2.2 Linking Staff Turnover to Business Scorecards. . . . . 40
  - 3.2.3 Business Performance Evaluations . . . . . 41
- 3.3 Human Resource Development: Using Tacit Signal  
for Competence Development Process . . . . . 44
  - 3.3.1 HRD Process Effectiveness Evaluation . . . . . 47
- 3.4 Case CASE1: A SME in the Relentless Competitive Market . . . 47
  - 3.4.1 The Application of the Yin-Yang Method  
for Performance Management. . . . . 50
- References . . . . . 54