

# **LEADERSHIP DYNAMICS AND CONFUCIUS**

## **Leadership Dynamics, Executive Offices, Bureaucracies and Confucius**



# LEADERSHIP DYNAMICS AND CONFUCIUS

Western political thinking has traditionally focused heavily on questions of *leadership*.



# LEADERSHIP DYNAMICS AND CONFUCIUS

Originally, an all-powerful leadership was considered central to good governing, but the rise of concern for individual liberty has suggested limits on public leadership.



There is only one kind of freedom and that's individual liberty. Our lives come from our creator and our liberty comes from our creator. It has nothing to do with government granting it.

(Ron Paul)

# LEADERSHIP DYNAMICS AND CONFUCIUS

## I. Weber's Models of Leadership



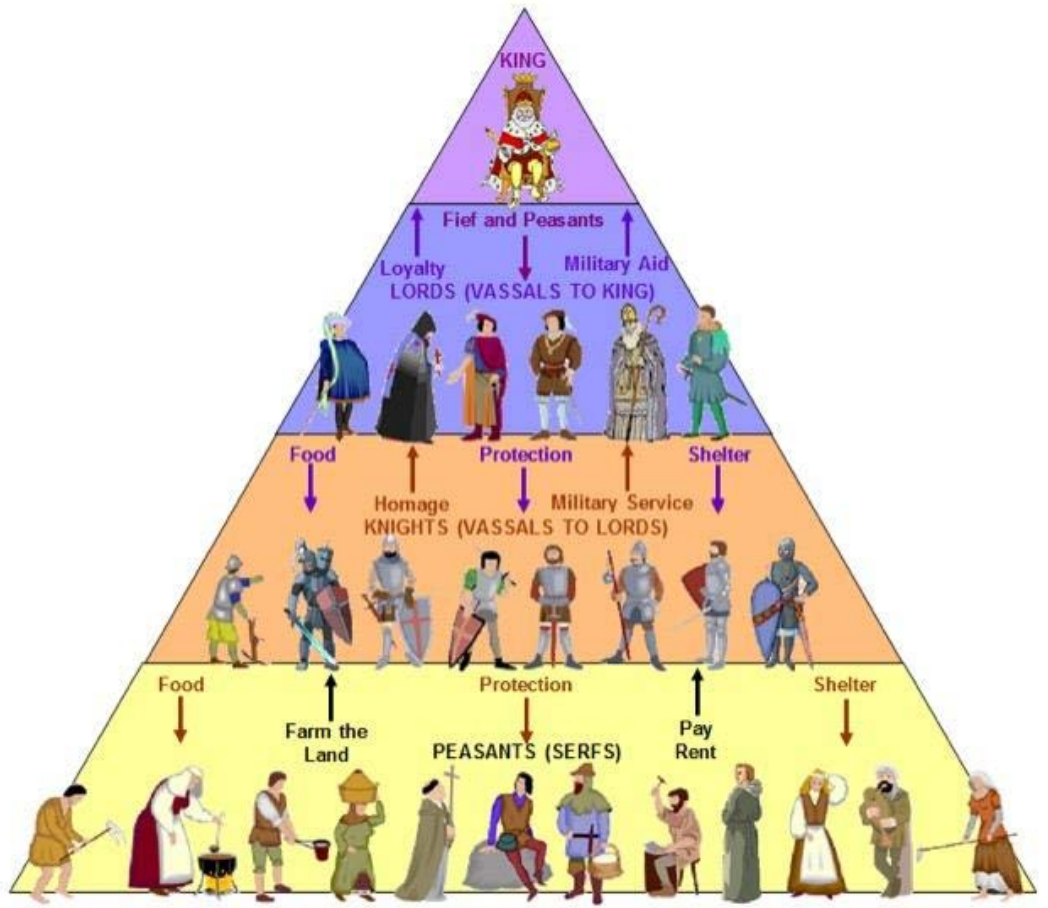
# LEADERSHIP DYNAMICS AND CONFUCIUS

1. Charismatic – draws on society's belief in legends and heroes and based primarily on personal appeal.



# LEADERSHIP DYNAMICS AND CONFUCIUS

2. Traditional – derives legitimacy from its historical roots in society (i.e. feudal relationships bound by customs and obligations).



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**3. Legal-Rational**  
– the belief in the technical superiority of bureaucracy and based on elections and laws.

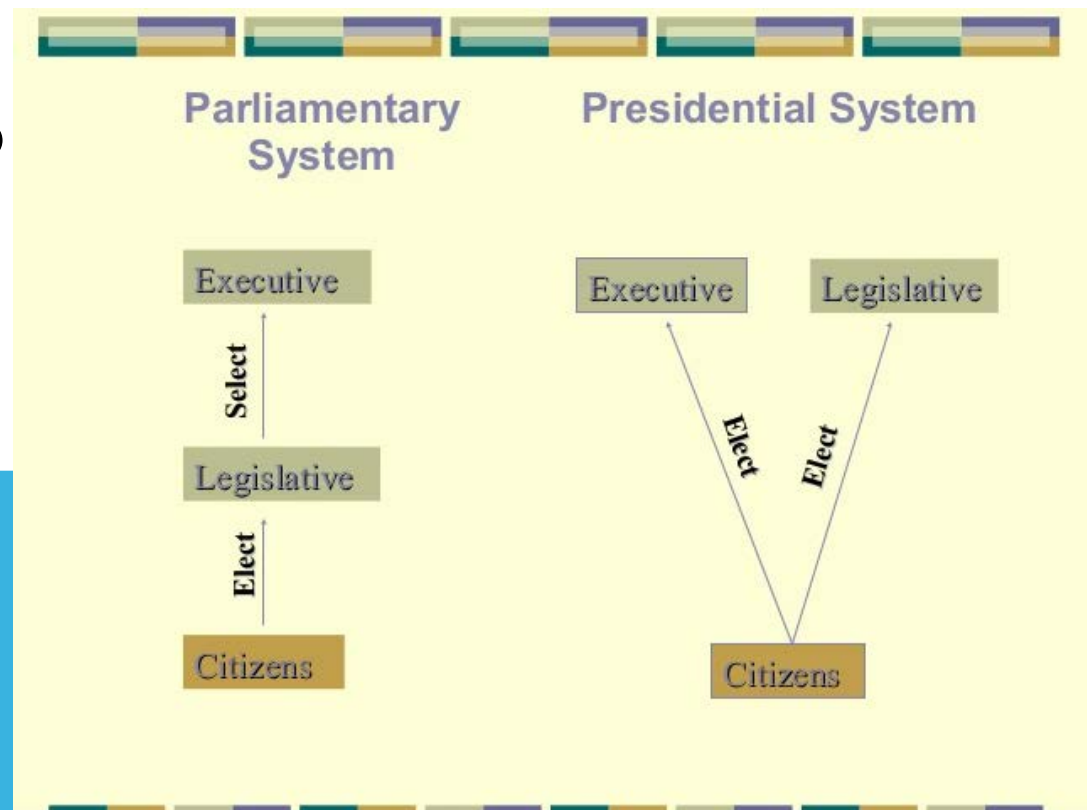


# **II. The Executive Function (“executive prerogative”)**

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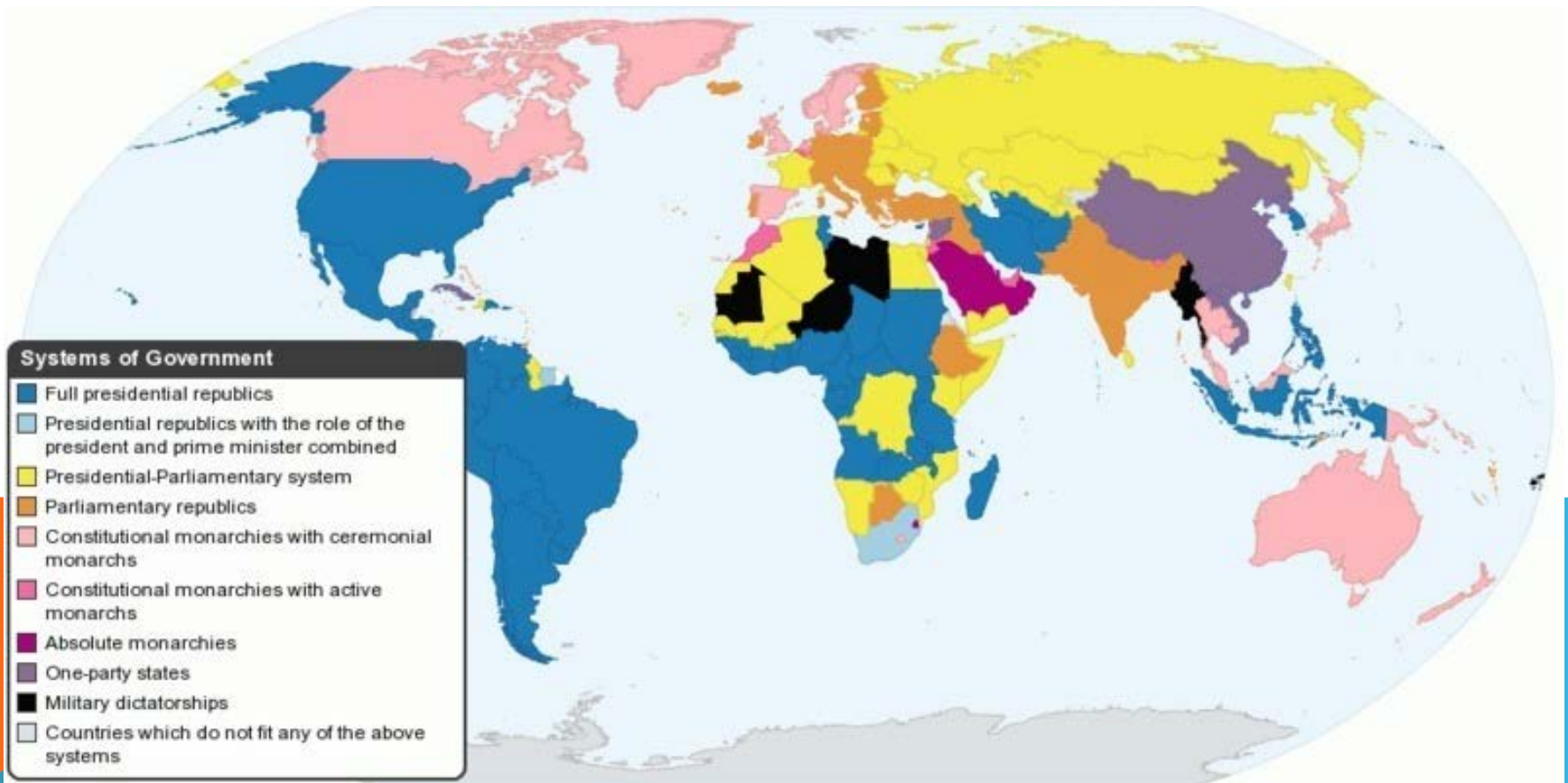
## 1. Constitutional Executive – 2 Distinct Types

a. Parliamentary – executive chosen from members of the legislature. Party or parties that can form a majority in the popularly elected legislature select a prime minister, who then selects a cabinet.



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2. Presidential – executive operates on the checks-and-balances principle found in the U.S. Constitution.



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3. **Nonconstitutional Executive – just having a constitution does not ensure that nations will not have military leaders of juntas.**



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# **Bureaucracies**

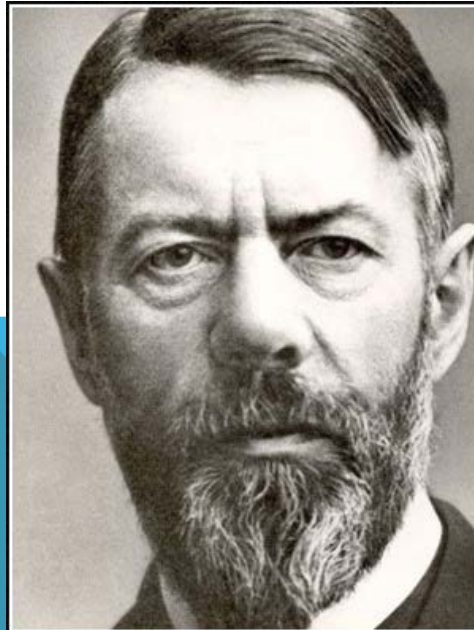
## **Models of Bureaucracy**



# LEADERSHIP DYNAMICS AND CONFUCIUS

## 1. **Max Weber**: *Legal Rationalism*

Bureaucracies have increased in size and power because of their “technical superiority over any other form of organization.” The rule of law, not the idiosyncratic preferences of a monarch or military leader, distinguish the modern state.



A government is an institution that holds a monopoly on the legitimate use of violence.

— Max Weber —

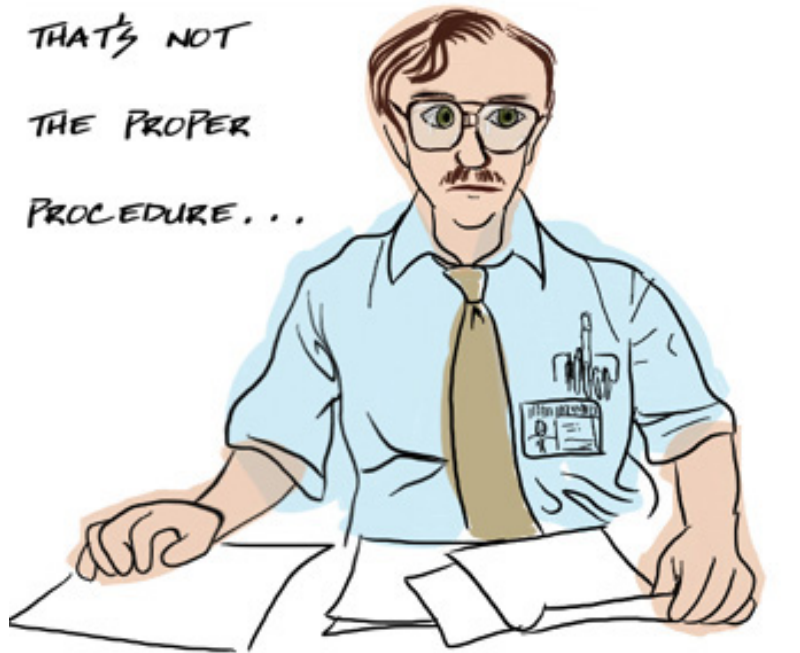
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## Max Weber and the Theory of Bureaucracy

- The term bureaucracy was coined by German sociologist Max Weber.
- Bureaucracy refers to complex organizations assigned to perform specific tasks.
- For Weber, bureaucracy was an ‘ideal type’ or rule based on a system of rational rules, as opposed to either tradition or charisma.

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There are six essential characteristics of the legal-rational organization:



1. Continuous operation
2. Rules of operation
3. Formal hierarchy or authority
4. Official / private business separated
5. Public office not a personal possession
6. All transactions have a written record

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2. *Jacksonian Democracy* – it is more important for officeholders of a bureaucracy to support whatever view the president has, rather than have expertise in their jobs.

## Jacksonian Democracy

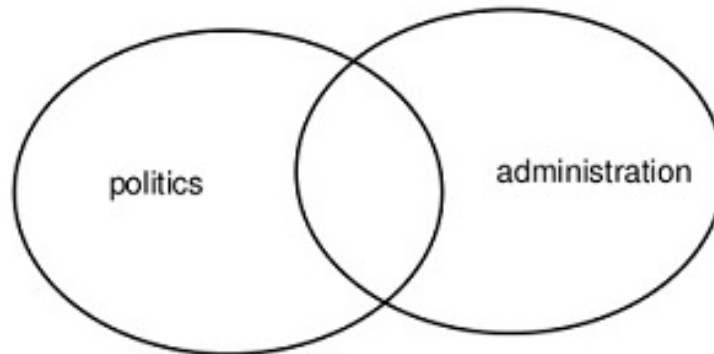
- 2. Expanded White American Suffrage
- 4. Promoted “Manifest Destiny” in Western Expansion
- 6. Advocated “Free-Market” Laissaz Faire Economics
- 8. Firm Believer in Limited Federal Government

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3. **Wilson's** *"Politics and Administration"* – the notion that politics and administration must be kept separate (today's theorists would describe this as "hopelessly naïve").

"politics-administration" dichotomy.

Wilson set a demarcation line between politics and administration



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4. **Lowi's** *"Interest Group Liberalism"* – notes that Weber's rule of law is unachievable in the US because special interests are able to manipulate the implementation of public policy in favor of their narrow interests.



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5. *The Japanese Model* – an interesting practice of moving senior civil servants into top business positions after they have served 20 to 25 years in the public bureaucracy (“descent from heaven”).

3 layer government

Prefecture 県、府

Cities, Towns, Villages  
市、町、村

Urban Wards (city)  
区

Japan



2 layer government

Metropolis 都

Wards, Towns, Villages  
(and small cities)  
区、町、村、市

\* Main cities dissolved

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6. *Public Choice Theory* – draws heavily from economic theory founded on the proposition that individuals rationally seek to maximize their material self-interest. A highly materialistic and individualistic explanation of how officials will behave.

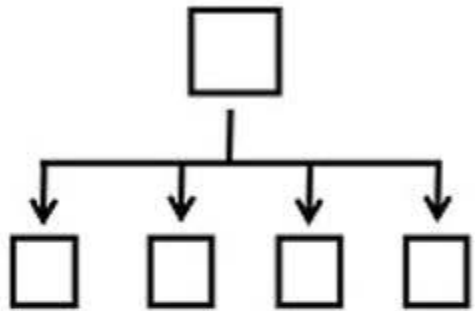


# **IV. Factors that Determine How Bureaucracies Function**



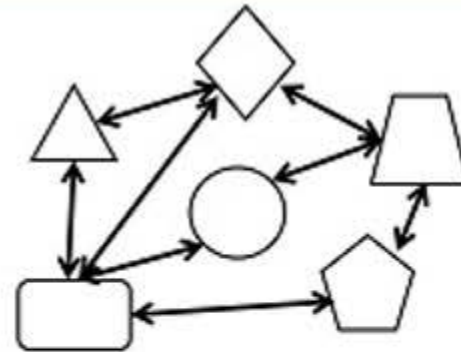
# LEADERSHIP DYNAMICS AND CONFUCIUS

## 1. *Structure* – top down or informal paths of interaction.



The bureaucratic team

- Top down
- Individual responsibilities
- Little interaction



The Agile team

- Autonomous
- Cross-functional
- Much interaction

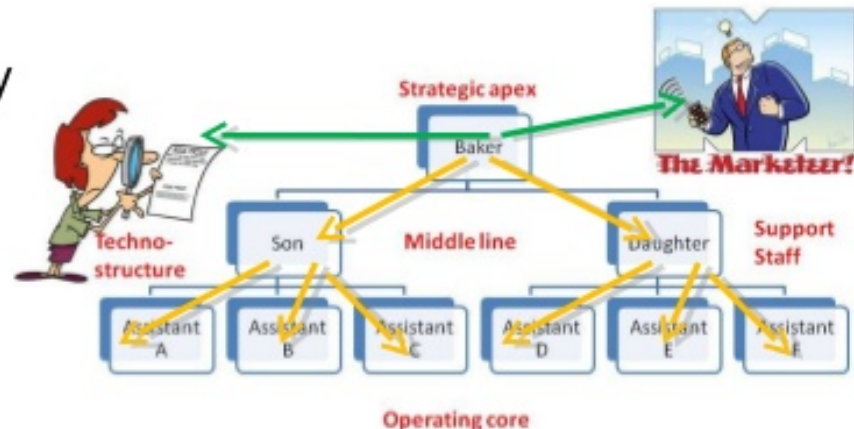
# LEADERSHIP DYNAMICS AND CONFUCIUS

## 2. Organizational Charts and Information Flow

### Decentralization: vertical & horizontal

(Mintzberg p105)

- **Vertical decentralization:** delegation of formal power down the hierarchy to line managers.
- **Horizontal decentralization:** the extent to which formal or informal power is dispersed out of the line hierarchy to nonmanagers (operators, analysts and support staffers).



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## ***3. Agencies Purpose or Special Function***

**a. Function (i.e. Department of Housing)**

**b. Expertise (i.e. medical research / economic data)**

**c. Geographical (i.e. Middle East desk at the State Department)**



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# LEADERSHIP DYNAMICS AND CONFUCIUS

4. *Line and Staff Agencies* – lines deal with the public, staff works as support (i.e. budgeting, personnel, communications).



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## 5. *Political Appointees and Career Personnel* – both have different perspectives on the job.

### Career Bureaucrats v. Political Appointments

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- ▶ Agency Point of View
  - ▶ Career with one Agency
  - ▶ Continuity
  - ▶ Long term stability
  - ▶ Status Quo
  - ▶ “Protect Turf”
- ▶ President’s Agenda
  - ▶ Temporary political agenda
  - ▶ Short term goals
  - ▶ “pet” issues/projects
  - ▶ Attempt to enact change



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## V. Methods of Recruitment



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1. *Merit Systems* – cultural attitudes play a part in how agents are recruited into bureaucracies.

- a. Europe – study of law
- b. Japan – based on the Prussian model
- c. British – “transferability of competence”
- d. U.S. – basic exam and education

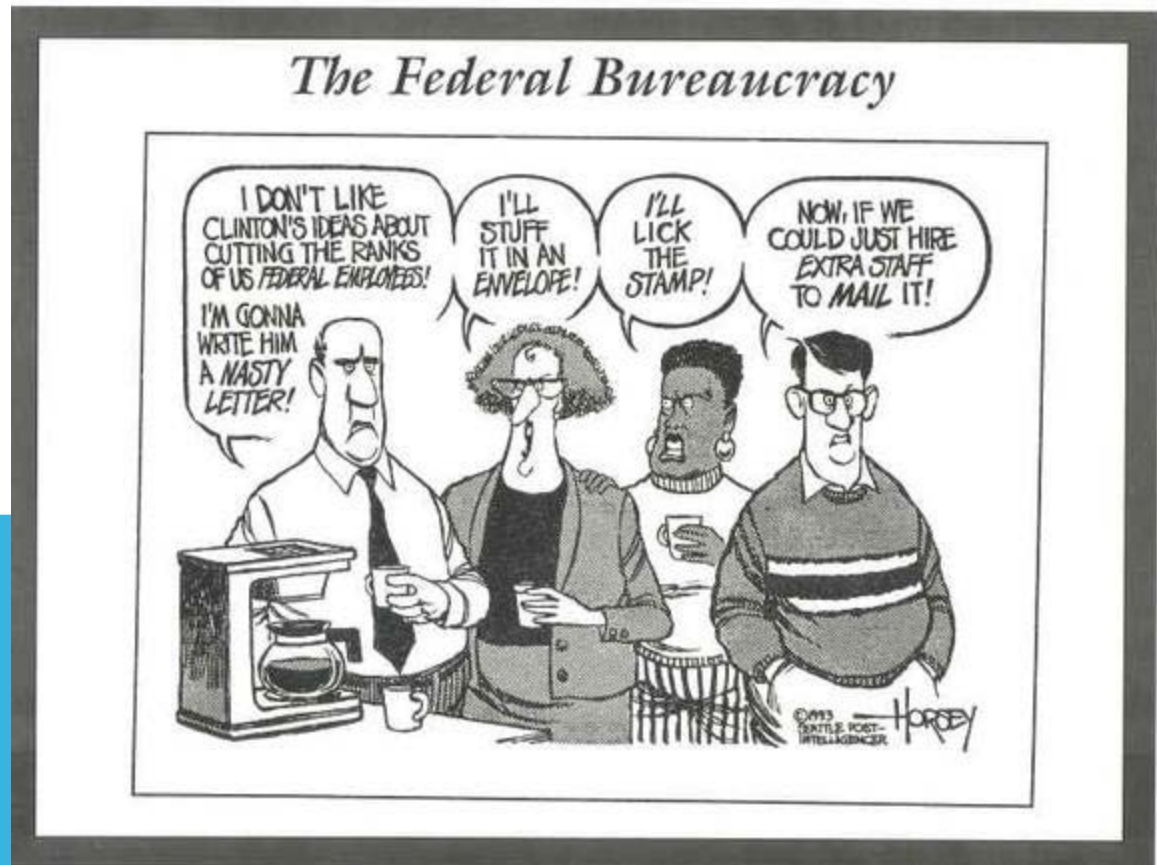


MERIT SYSTEMS EXISTED  
IN ANCIENT CHINA<sup>1</sup>  
PROMOTION WAS  
BASED ON MERIT

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## 2. Other Approaches

- a. Party membership (especially Communist)
- b. Religious orthodoxy
- c. Family membership



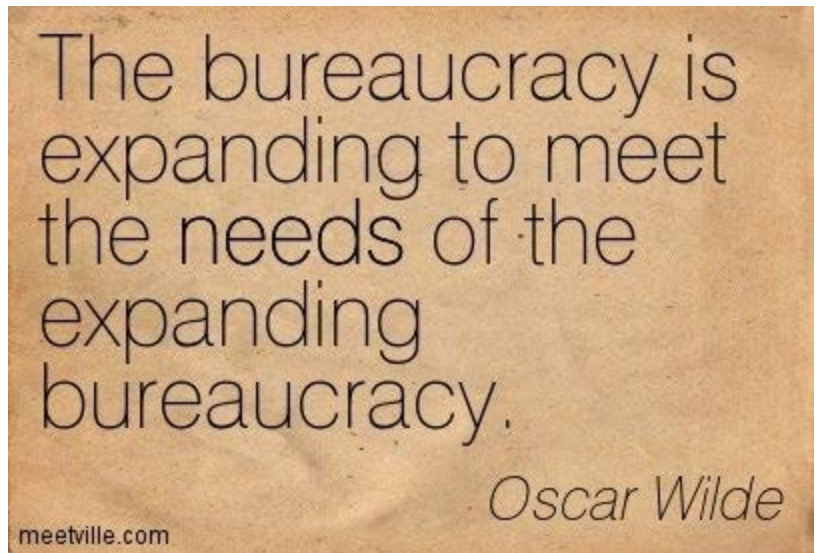
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## VI. Control of Bureaucracies



# LEADERSHIP DYNAMICS AND CONFUCIUS

1. Budget
2. Personnel Management Practices (recruitment, training and dismissal)
3. Reorganization
4. Executive Direction
5. Legislative Direction
6. Professional Standards



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# **Confucianism**

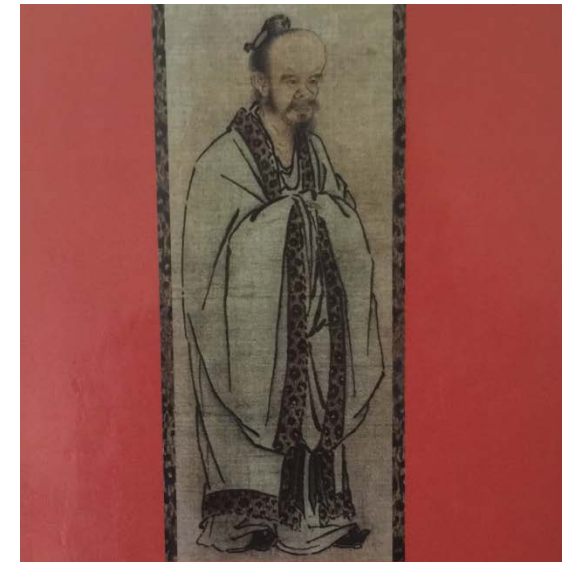
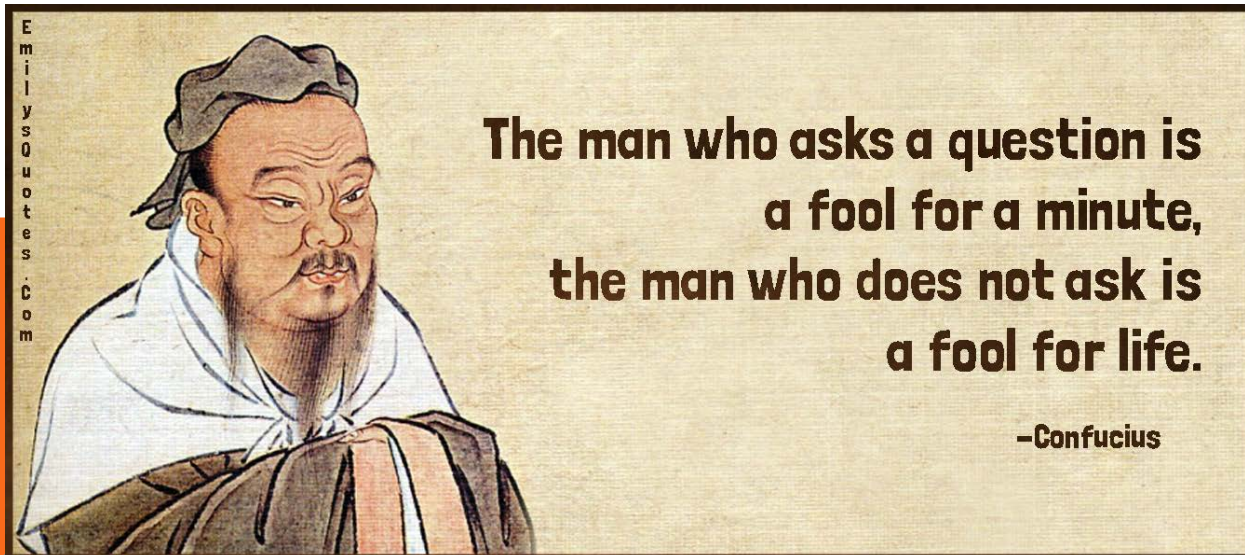


# LEADERSHIP DYNAMICS AND CONFUCIUS

Who was he? (551 – 479 b.c.e.).

Actually, **Stevenson** and **Haberman** tell us that little is known about the man.

Born poor, orphaned early. His most important work: The Analects (scattered sayings of the Master).



*The Analects of  
Confucius*

Translation and Notes by  
SIMON LEYS

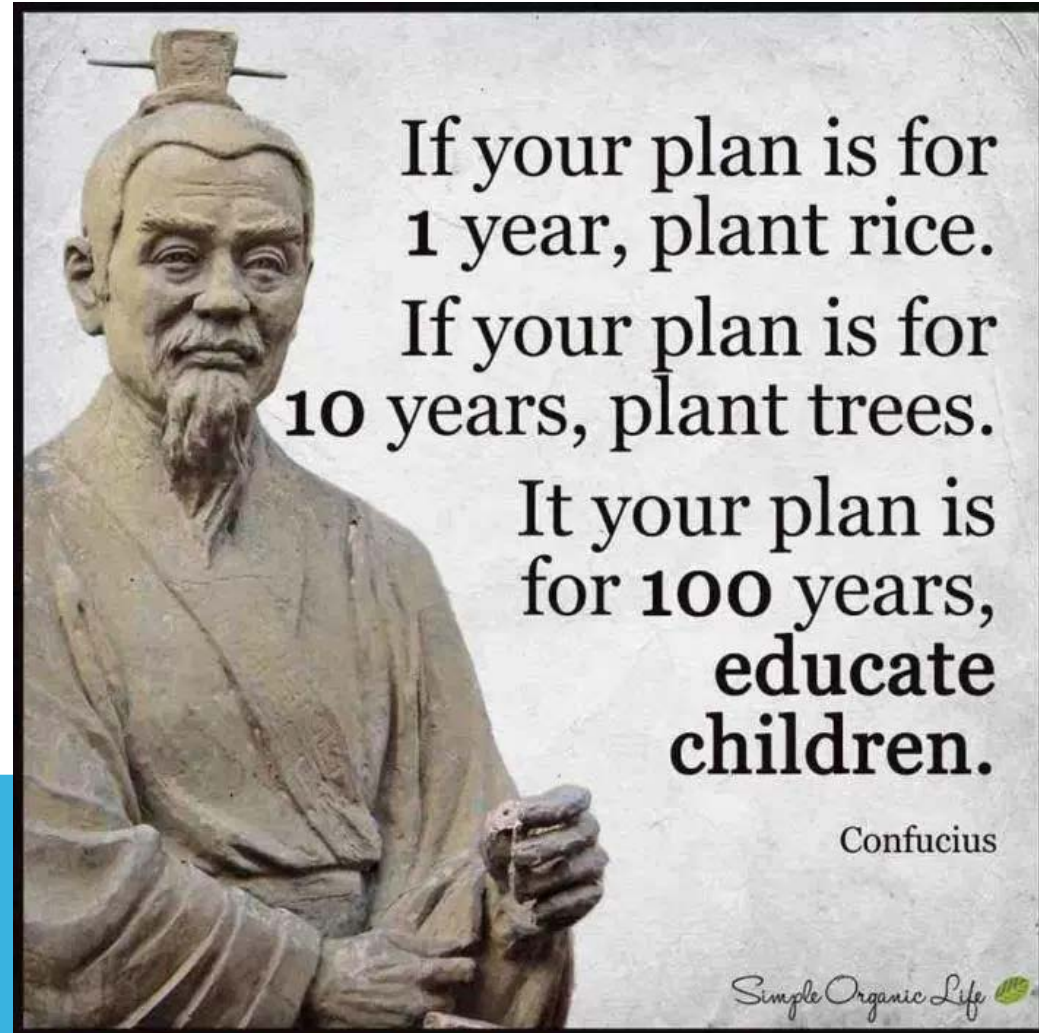
# **LEADERSHIP DYNAMICS AND CONFUCIUS**

## **I. Theory of the Universe**



# LEADERSHIP DYNAMICS AND CONFUCIUS

1. Main emphasis is on humanism, not metaphysics. He actually spoke little about the ultimate nature of the universe.



# LEADERSHIP DYNAMICS AND CONFUCIUS

## TRUE MORALITY

is doing what is right  
without the threat  
of divine retribution  
nor the possibility of  
**divine reward.**

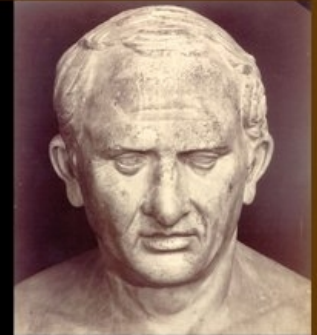
— Arthur Paliden

*Atheist Republic.com*

## 2. We live in a moral world.

**Whether it's public or  
private life, nothing  
is devoid of  
moral obligations**

~ Marcus Tullius Cicero ~



[www.StatusMind.com](http://www.StatusMind.com)

# LEADERSHIP DYNAMICS AND CONFUCIUS

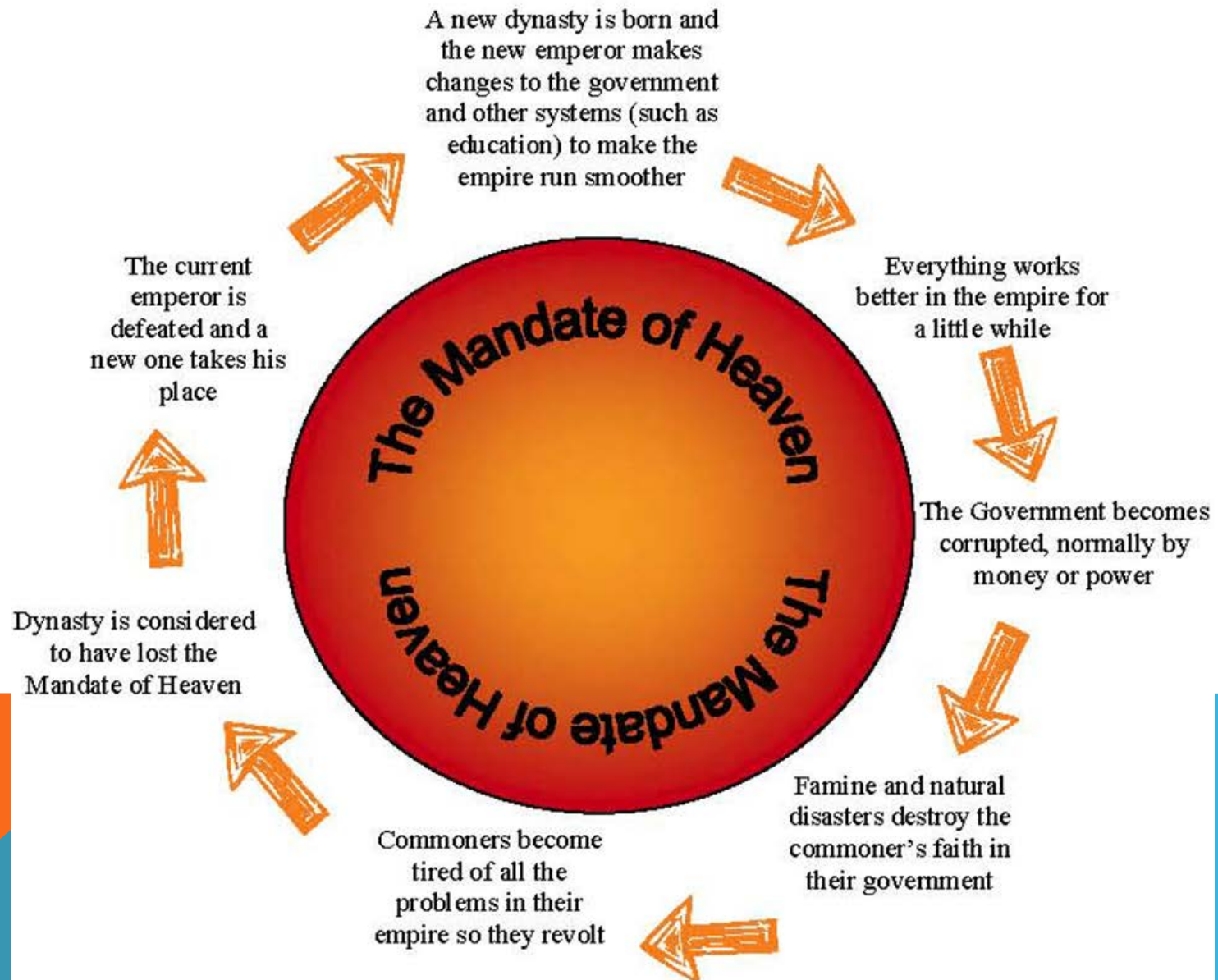
3. Decree of Heaven – the moral imperative for governance (can be understood by humans and resisted or obeyed).



Heaven sends down its good and evil symbols and wise men act accordingly.

~ Confucius

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**4. Destiny – dimensions of life beyond human control such as one's place in life, social success, wealth and longevity.**

## Teachings of Confucius

- Confucius did not claim his teachings to be original.
- He thought his teachings were the works of wise men before him.
- He hoped to bring peace, stability, and prosperity to China's kingdoms.



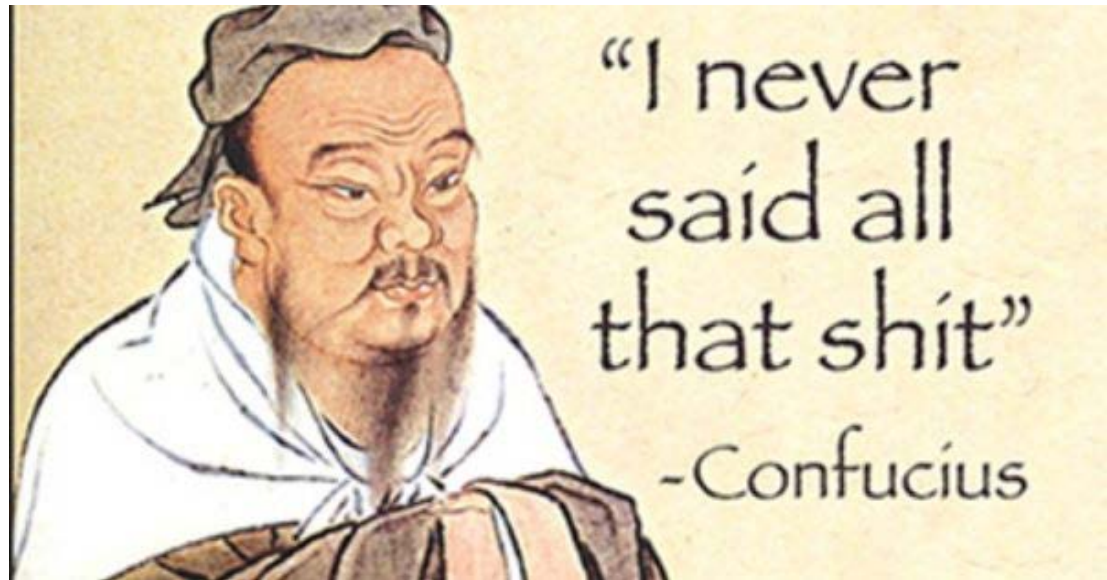
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## II. Theory of Human Nature



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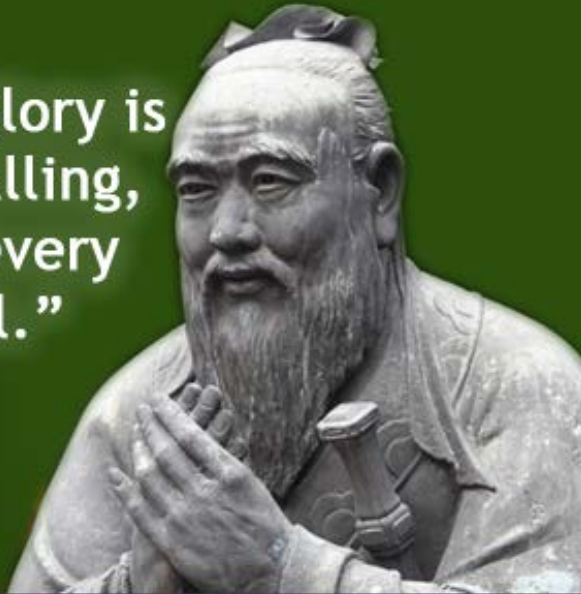
1. Few explicit statements about human nature, but somewhat optimistic about human *potential*.



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“Our greatest glory is  
not in never falling,  
but in rising every  
time we fall.”

~ Confucius



**2. While we cannot control destiny we can pursue morality and proper conduct in accordance with the Decree of Heaven.**

# LEADERSHIP DYNAMICS AND CONFUCIUS

3. Human beings are essentially the same.



“Men’s **natures** are alike; it is their **habits** that separate them.”

-- Confucius



@CoralContent

# LEADERSHIP DYNAMICS AND CONFUCIUS

The superior man  
makes the difficulty to  
be overcome his first  
interest; success only  
comes later.



**Confucius**

*Chinese Teacher, editor, politician  
and philosopher*

*QuoteHD.com* (551 BC - 479 BC)

4. Ideal moral  
figure – the  
*gentleman.*



# LEADERSHIP DYNAMICS AND CONFUCIUS

## 5. Heated debate – is human nature good or bad?

### Confucius on Human Nature

- *The Master said, By nature near together, by practice far apart. (XVII.2.)*
- *Confucius said, Man is born with uprightness. If one loses it he will be lucky if he escapes with his life. (VI.17, Chan.)*
- *[Or] Man's very life is honesty, in that without it he will be lucky indeed if he escapes with his life. (VI.17, Waley.)*

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## III. Diagnosis



# LEADERSHIP DYNAMICS AND CONFUCIUS

1. **General human condition – social discord caused by selfishness and ignorance of the past. Thus, humanity is marred by strife, rulers govern with attention only to personal gain, common people suffer unjust burdens, social behavior dominated by egoism and greed.**



# LEADERSHIP DYNAMICS AND CONFUCIUS

## 2. Why such a dismal state? (5 Causes)

- a. People are attached to profit
- b. Society lacks respect for “filial piety”
- c. Connection between word and deed cannot be trusted
- d. Ignorance of the Way of the Sages prevails
- e. Benevolence is absent in human affairs



# LEADERSHIP DYNAMICS AND CONFUCIUS

## IV. Prescription



# LEADERSHIP DYNAMICS AND CONFUCIUS

1. Basically, the ills of human existence can be cured by “self-discipline”

## CONFUCIUS

- PHILOSOPHY:
  - Developed ethical system based on hierarchy ; human relations and roles, emphasized order and stability.
- VIEW OF HUMAN NATURE:
  - Human beings need the order of a stable society. People accept duties that come with their station in life.



Human nature is evil, and goodness is caused by intentional activity.

— Xunzi —

# LEADERSHIP DYNAMICS AND CONFUCIUS

## 2. How to repair the “dismal state.”

- a. “doing for nothing” or doing what is right simply because it is morally right
- b. Be a good family member (son/father).
- c. Lots of study and scholarship
- d. Practice benevolence



Fiat justitia, ruat coelum. (Do the right thing even if the heavens fall.) It's not nearly as naïve a maxim as it seems, because in the real world it often turns out that doing what is morally the right thing is also, in practical terms, the right thing to do.

— Gwynne Dyer —

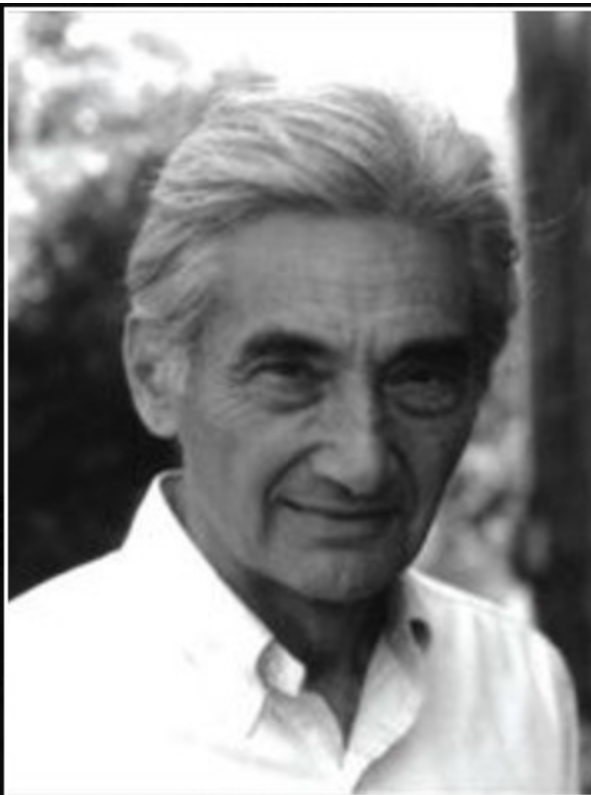
# LEADERSHIP DYNAMICS AND CONFUCIUS

## V. Critical Discussion



# LEADERSHIP DYNAMICS AND CONFUCIUS

## 1. Obedience to superiors – what if superiors are not just men?



If patriotism were defined, not as blind obedience to government, not as submissive worship to flags and anthems, but rather as love of one's country, one's fellow citizens (all over the world), as loyalty to the principles of justice and democracy, then patriotism would require us to disobey our government, when it violated those principles.

— *Howard Zinn* —

AZ QUOTES

# LEADERSHIP DYNAMICS AND CONFUCIUS

## 2. A conservative tradition – restricts creativity of individuals in the present.



Confucius is like the Torah, rules to follow. And Lao-Tzu is even more conservative, saying that if you do nothing you won't break any rules. You have to let tradition fall sometime, you have to take action, you have to eat bacon.

— *Christopher Moore* —

AZ QUOTES

# LEADERSHIP DYNAMICS AND CONFUCIUS

3. Many people excluded from the Confucian enterprise (common people, women).

## The American Revolution

Concept of republicanism

Power came from people

Ideal of small freeholder

Concept of equality

No aristocracy

No equality of condition, but equality of opportunity

Excluded women, blacks, Native Amer.



**Our enterprise had similar characteristics.**

# LEADERSHIP DYNAMICS AND CONFUCIUS

## Neo-Confucianism

- Develops 11<sup>th</sup> – 16<sup>th</sup> century by Various Confucian philosophers
- A metaphysical foundation for Confucian social ethics
- Two main schools:
  - **School of Reason** (more scientific) – through the “investigation of things” one can discover the underlying pattern (li) principle behind all reality (patterns and principles are manifest only within the material world)
  - **School of Mind** (more mystical) – microcosmic-macrocosmic parallel between the human mind and the universe, reflecting an essential unity of all that is



4. Not metaphysical enough – reality reduced to only human social affairs.