

Thinking caused by Way-oriented Theory in Construction of Insurance Institutions

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Abstract : Elaborating the correlation of insurance team building and changes of demand for insurance .Giving a brief analysis of the essence of Way-oriented Theory that put forward by the domestic scholar-Qi Shanhong .Emphasizing the importance of innovation theory which integrates this theory inherited from Confucianism, Buddhism and Taoism culture and Western corporate culture and its enlightenments on organization perfect ,team members' subjectivity and management goal aimed to team members in insurance institutions team building. Though the perspective of "five-Z one-line"--a systematic understanding of insurance undertakings operation and management ,I conduct a tentative probe of specific application of Way-oriented Theory about how to build philosophy ,form the team system and organization ,conform the mechanism and configuration and the line of team development.

Keywords: Way-oriented Theory, insurance team-building, application

I. Background

Social development is ultimately a human development. The key of insurance agencies' survival and development is to develop and utilize insurance human resources. The domestic insurance industry's growing up is basically accompanied by the process of traditional economic transformation. After more than 30 years of development, although the size and structure of the insurance market has made a great development, its human resources of insurance agency or employees' overall quality did not upgrade to the industry and society general recognition, which will undoubtedly restrict the development of the insurance industry. Generally, the development fruits of the whole society benefits from the contribution of all walks of life and the social and economic slowdown or stagnation also stems from the constraints of the various industries .Many observers believe that coupled with the stabilization of the domestic economy, including the insurance industry, the industry will face the adjustment of the management model and its mode of growth, while the expectations of the objective aspect of this adjustment is also their subjective needs.

With the continuous improvement of civilization in domestic insurance market, as well as the insurance needs diversification, multi-level hierarchy of needs, demands for product

diversification, the ability of various aspects, such as operation and management, bound to change correspondingly. Relying on the sea tactics or wholesale staff training has been unable to adapt to future market highlighting the characteristics of personalized insurance needs. "Team is comprised of a small number of people with complementary skills, and they are willing to work for a common purpose, performance goals and methods and mutual responsibility." ¹ The western team-building observers generally believe that without team, people will not be able to meet future challenges, and can not do all the work from providing clients comprehensive and high-quality service to innovating. Compared with other industries, the contradiction in the area of insurance between limitation of personal effort and knowledge system and structure and the marginality and complexity of its knowledge is more prominent .Therefore insurance undertakings rely solely on personal ability is difficult to improve or ensure the service quality to customer satisfaction.

Team as a special organization of the insurance institutions can take advantage of the complementary nature of the team members' comparative advantages, making it have a

¹ Huang Lingxiang. Development law of independent innovative team and constructional strategy [J].Business Times,2007,(31),Page 64-66.

complete characteristic that individual members do not have.² In recent years, the discussion of team building is fierce. The topic discussed focuses on efficient or innovative team building in the organizational system and mainly studies the path and experience of team building(Zhe Guichang, Yang Xujun,Huang, Ling Xiang).Surely, after many scholars' discussion, a series of questions has been further cleared, including the corporate team-building concept, system and mechanism construction, organization and staffing and its construction path. And many other problems --including the significance of team building, the status and role of team in the enterprise organizational system and etc.--has been widespread consensus. However, discussion--based on particularity of insurance management--on insurance team-building is relatively few. The reason can be summarized as the following points: First, here is a huge insurance market to develop in the process of economic transition, and the insurance operational objectives can be easily achieved by means of sea tactics or rough type of business. So the philosophy of dedicating to insurance market through insurance team is difficult to get due attention of insurance managers. Second, compared with foreign mature insurance market, domestic insurance market is lack of the necessary stage of development. There are numerous defects in the growth of domestic insurance industry. Some basic problems--insurance business integrity issues, the homogenization of insurance product and service, development of insurance intermediary market, construction of policies and regulations--concerned with the development of insurance market has not yet been resolved. Therefore, experts and scholars pay more attention to the above problems. Thirdly, in reality, insurance team-building mainly lies in the field of insurance marketing. Relatively, the organizational

characteristics of this area's business development are trend to a certain degree, labor-intensive. Compared to the field of underwriting, claim, actuary, marketing is short of professional skills and core team members who can truly control the team, so the effect of insurance team-building is unsatisfactory. Hence, I conduct a research of insurance institutions' team-building, based on Way-oriented Theory and many domestic and international research production of team-building.

II. The spirit and essence of Way-oriented Theory

This theory with Chinese cultural characteristic is an innovative management theory, put forward by Qi Shanhong as a representative of management scholars. It is given a systematic exposition in the book--Essential Management of Tao: the essence of management and mode of operation--written by Qi Shan Hong. In his writings, he deeply studies the managerial hypothesis of matterism, godism, capitalism and humanism and its evolution with an objective and strict scientific attitude. It reveals the cognitional changes of the past mainstream management theory, including human nature and their position and function in social development. It also reveals the limitation of practical application of management theory affected by the traditional human nature hypothesis. And it expounds the core and characteristic of Tao believed by themselves with perspectives of integration of Chinese and Western management philosophy³ and on this basis the Management coming from Way-oriented Theory is derived. The main ideas of this theory are as follows:

A.Human is the starting and destination point of management

This theory makes more explicit the fact that human lies in the main position of management

² Li Weian.A beneficial exploration of Chinese characteristic management theory--"Management of Way-oriented Theory: the essence of management and operational model" Review [J].The Nan Kai Management Review,2008,(4),Page 111-112.

³ Qi Shanhong,Wang Jianzhon,Song Junqing. From organizational management to self-management--the subjective perspective of management paradigm evolution trend [J].Technology Management Research,2008,(8).Page 272-275.

activities. After analyzing the evolution of human nature in management theory, we believe that the best realm of management and great breakthrough in efficiency is on the condition of promotion of human nature⁴. We also point out that the concept of "people-oriented" to a certain extent leads to reflection and correction about human alienation tendency existed in the past managerial theory and confirm that the focus of modern management has transformed from "objects" to people. The theory shows that management activities are human activities, management core is people management and management goal is human's development.

B. People should respect the laws of nature, laws of people in harmony with nature, laws of human nature, laws of human development, rather than make themselves beyond the objective and natural laws

This theory shows in a perspective of construction of social system that human is just one of the thousands of species in the world and is not the master of the world. Respecting and following laws is manager's eternal pursuit. Anyone who is pursuing his own development goals needs to be balanced in harmony with other concomitant natural species or objective things. As to construction of policies and regulations, administrators can not only reflect their own will and ignore the stakeholders common intention. Consequently, we should focus on the discovery of the objective laws for organization and team-building, and prevent the negative tendencies of self-righteous and ignoring the objectives.

C. Fully reflecting the subjectivity of the people in the management of the organization or team management and focusing on laws rather than subjecting to human's bounded rationality

⁴ Zhe Guichang, Yang Xujun. Strategy research of coupling path of mental model in modern enterprise innovation team [J]. Contemporary Economic, 2009, (8). Page 117-119.

This theory in use of Renne's idea of human subjectivity⁵ believes that people is different from animals because of human subjectivity. This is qualitative provision. These essential attributes include independency, self-behavior, creativity and transcendency. The formation and development of human subjectivity which is studied by the historical evolution of management paradigm reveals the evolvement of management paradigm.

The core of the theory is to focus on the evolution of the human spirit, the existence of the human spirit, and it is the premise of existence and development of human subjectivity. The limitations of previous management precisely lie in the aspect of neglect of human spirit forces and intentional or unintentional constraints on human subjectivity. Way-oriented Theory taps people's spiritual values naturally existed and subjectivity, developing rather than designing out the basic logic of management through the grasp of the universal law⁶.

III. Enlightenments of this theory to insurance institutions team-building

The cultural essence of Confucianism, Buddhism and Tao--"afford to take and put it down, be optimistic"--attaches great importance to creating the soft power of the contemporary Chinese and foreign social organization. From the concept of government administration, corporate values to personal attitude towards life and the formation of ideals and goals are all flashing the cultural highlights of "Confucianism, Buddhism and Taoism". The cultural connotation of Way-oriented Theory is a kind of cultural heritage of "Confucianism, Buddhism, Taoism", and is also a integration of the cultural essence of

⁵ Qi Shanhong, Cao Zhenjie. Management of Way-oriented Theory: the combined perspective of Chinese and western management philosophy [J]. Management Journal, 2009, (10). Page 1279-1290

⁶ Zhang Daijun. The problem of "insurance three-state"--analysis of its dislocation and position in the perspective of "five-Z one-line" [J]. Zhejiang Financial, 2010, (11). Page 58-61.

"Confucianism, Buddhism, Taoism" and the contemporary civilization of organization and management. This theory proposed by Chinese scholars is a systematic management thought, and it will undoubtedly become a model of contemporary Chinese and Western corporate cultural integration. At least, this theory has some inspiration to insurance team-building in the following three aspects:

A. Insurance agency team-building is an inevitable choice for the insurance organizational system tends to be sound

Survival and development of anything is inherently the ins and outs, or in other words, the real state of things all the time can be regarded as a causal relationship between the sum of the carriers. The organizational form of insurance institutions is an objective requirement that the insurance agent should meet the running of insurance market. In the 21st century, compared with the past, the insurance industry as a special industry, specializes in centralizing and decentralizing risk and provides financial security for the socio-economic entities. The enhancement of risk management capabilities and development of financial markets lead to profound changes of insurance supply and demand. Expansion of insurance coverage and the use of funds will be able to further enhance the function of insurance safeguard and investment management. With insurance clients to accept the modern concept of insurance services, the request to provide systematic, pluralistic and composite insurance safeguard and financial services will become the a trend for the insurance market in the new era that can not be ignored. The formation of the modern economic and social relationship between supply and demand, may be in the form of individual to individual, or individual to group ,or group to individual. In fact, more is in the performance of system to system, or in other words, outward manifestation of group to group. Therefore, in the future development of insurance market, if let people approach the insurance, understand it, own

it and benefit from it, relying solely on personal ability of the insurance practitioners cannot meet the insurance needs highlighting the above personality. The publicity and display of individual employees' ability can often be seen in the contact with clients or in the insurance market game, but the fact behind it is the existence of an insurance team's support.

B. Insurance team-building should respect the subjectivity of the team members

The team of insurance agencies is generally comprised of outstanding members with a certain specialty in area of management or business. They are models of insurance institutions' human resources because of their professional knowledge, business experience and skills. In reality, if someone wants to become a veritable insurance professional, he needs to possess some professional training and experience, and expertise in his own area. It is hard to substitute for each other between different members. Aiming at the member's characteristic of knowledge and technique in insurance team, we can conclude by the Herzberg two-factors theory that the factor is the specific content of their work and the work itself that can really produce an incentive effect to this group of people. Therefore, in general, as an insurance practitioner, he should have enough loyalty and behavioral self-regulation in his occupation. From the perspective of Maslow's hierarchy of needs theory, insurance core team members are basic in the needs of emotion and belonging, respecting, and self-fulfilling stage of life. Compared with other areas of crowd, their autonomy, self-behavior, creative and transcendence tend to be more obvious.

C. The construction of insurance team focuses on team-members' development

In the process of insurance team-building and work, anyone in the team should enhance their professionalism and ability along with the path of personal development, and constantly enrich their spiritual and material wealth .Among

them, the accumulation of material wealth is not their ultimate goal, but a product of team-members personal development. Therefore, deal with team members at different stages of development correctly. On one hand, we need to respect their psychological changes in the process of development, and to create necessary material conditions, providing good services to help them achieve their development goal of life, on the other hand, team members need to pay attention to close cooperation and support each other, keep the team always in the optimized state providing them the best services, enhance the contribution of insurance institutions as much as possible to overall development of team members' future life.

At this point, we do not deny the existence of differences between personal interests and the interests of the organization or team. Corporate exists in the theory of marginal substitution, while insurance agencies constitute an independent stakeholder as a whole. And from the view of social system, team members, after all, is a social subject with an independent personality. However, from the view of organization and personal relations, to achieve and maintain the interests of the insurance agencies, they should follow the rule of insurance operation and management, and to reach the insurance agency or team goals, like-minded people engaging in insurance occupation is needed. Team and individuals of their own interests exist to seek common ground while reserving differences. Development of team-members as the destination point also means development of like-minded people in the team as the destination point. Based on the assumption that humanity can be civilized, managers are responsible for the physical and mental development of team-members.

IV. Application of Way-oriented Theory in the main construction session of insurance team.

A systematic understanding of the mode of operation of the insurance team could refer to

"five-Z one-line"⁷--an insurance agency business management. "Five-Z one-line" contains insurance team concept(banner, and qi zhi in Chinese),institution(ti zhi),organization(zu zhi),mechanism(ji zhi),configuration(pei zhi) and route, and then we could get a systematic understanding of insurance team. These aspects are obviously important parts of insurance team-building that cannot be ignored. Based on the perspective of "five-Z one-line" or the important parts of insurance team-building, I explore the application of Way-oriented Theory in the construction of insurance team.

A. Understanding of team-building conception

Insurance team-building conception is the basic knowledge of insurance team-building, the core of insurance team culture, and the banner of leading to team construction. Establishing a correct concept of team-building is necessary to proceed from the following aspects:

Firstly, the necessity is fully understand the laws of insurance operation and follow them. The insurance operational laws is to do insurance underwriting, claim, actuary, and investment. It is the objective requirements and standards followed by the managerial activities. It is the basic trend reflecting insurance health running. It is a method, means and core of varieties of insurance behavior. It is the core of the survival and development of insurance institutions. If insurance team-building deviates from insurance development law, it will inevitably lead to the insurance line of "leftist" or "rightist". If we leave it alone and do not rectify it timely and effectively, insurance agencies are always doomed to failure.

Secondly, having a correct understanding of the social role of insurance industry in the running of social system. Like other subject of social behavior, insurance agency is a component of the entire social system, and the basic premise of their survival and development is their ability to integrate into the social running system. Insurance

⁷ Zhang Daijun. Management of insurance agency [M]. Lixin Accounting Press, 2011, (11). Page 33-38.

agency should follow the operational laws in the process of realizing its business objectives. They need to make the most of their abilities and are always in the correct direction of insurance organizational development, so as to perform duties of risk-sharing, financial compensation and auxiliary social management.

Thirdly, put insurance team in the right position in insurance organizational system. The formation and operation of the insurance team that is based on a new topic and requirement of social operation system for insurance agencies' business managers, which makes insurance supply activities accord with the objective requirement of social development system formed to insurance. Therefore, in deal with the relationship between insurance team and general organization of insurance agency, we need to recognize that insurance team is a kind of reconstruction based on the original resources of insurance agency and that is a kind of integration in line with the objective requirement of insurance development. We should neither regard insurance team as a kind of fashion, nor drift with the current to build a team against the objective law. Insurance team and insurance traditional organizations often co-exist in the system of insurance agencies, and they are interdependent, mutually-supportive, mutual-encouragement and share the same goals, rather than mutually-contradictory.

And lastly, correctly deal with insurance team in insurance activities. The insurance team is based on the development of insurance market segmentation and personality of insurance demands. The insurance team is a kind of insurance organization which is to promote insurance services effectively to meet its market demands. It is the inevitable choice of modern insurance to enhance the quality of insurance services. But due to the variation of management philosophy, system and mechanism development stage and development route in different insurance agencies, the specific requirement to build a insurance team is different. Maybe in some areas, with the help of traditional

organizational model, insurance agencies or some organizations can support their operation. Therefore, in the team-building of insurance institutions, we neither made it rigidly uniform, nor set the dogmatic assessment standards to evaluate all insurance team-building. We should neither overestimated(or blindly respect)the effect of insurance team and the contribution of insurance business management or underestimate(or ignore)them, nor neglect the vitality of the general insurance organization.

B. Construction of system and mechanism

The insurance team is a system model that define the relationship between team-members and their organization, staff and personnel. It is a core problem of system construction of insurance team to make sure of responsibilities concerned to members of insurance team and managerial duties of insurance activity. The system cannot only consider the management intention of some subjects concerned with insurance team. We should follow the rule of insurance operation and fully respect the domestic right of stakeholders of insurance team in the formation of the system, and extensively solicit views or recommendations from all parties. The system we built help team-members to display their talents, to emancipate team-members' mind to the maximum and is in line with the requirements of the law of insurance practitioners in mental models.

Mechanism construction is to mobilize insurance resources, such as the human resources of insurance team, operational expense, hardware facilities and venues and management skills and so on. With the inherent internal relation, create an effective mechanism in accordance with team activities, and whereby to promote the smooth development of insurance activities. The insurance team-building needs to respect the objective and to explore the internal mechanism of the insurance factors. Take the construction of incentive mechanism in insurance team as an example. Managers need a solid understanding of the interrelations of the four basic elements of

team-members in insurance activities: demand, motivation, behavior and goal and seek the mechanism of combination of the four factors to match the objective needs of the incentive effects of insurance team management with the theory of incentive.

With the managerial philosophy of being a passive person and doing things rationally, we should maintain the vitality of an insurance team in the construction of system and mechanism and also pay attention to the long-term development of insurance team. Management of Way-oriented Theory focuses on people's development and emphasizes the people's subjectivity. It is not unconstrained supervision to team-members, but a return of people to explore and follow the path of insurance development. For cognitive rules of insurance managers, necessary correct mechanism is also needed to deal with their cognitive limitations and moral hazard.

C. Structure of team members and its adjustment

Theory of same factor and different structure reveals the same elements via effective combinations can enhance or optimize the organizational structure. Echelon state of the insurance team-members should highlight the reasonable and sustainable structure of the members. The diversity of people's interest in learning may lead to differences in knowledge construction, and different knowledge construction would affect people's ability structure. The ability structure of insurance practitioners can be reflected by the personnel of insurance team. Because the insurance team needs the support of insurance overall capacities, it is difficult to support the role played in modern insurance team and the organizational function solely relying on team's local structure force.

The insurance team leader who is the core and soul of the team, with the dual role of insurance practitioners and pioneers, should be equipped with rich experience and innovation in insurance industry and high theoretical level and good organization and coordination capacity.

Insurance team members are usually formed on the basis of long-term cooperation. They are an executive or professional collective, and has a reasonable knowledge, ability, gender and age structure.

Generally, in order to facilitate the communication between the insurance team members, maintain contact between them and coagulate the team power, the number of team-member should not be too much and usually 7 or so is appropriate. Team leader should create a nice environment and opportunity for the members. The relationship between the team members becomes more and more harmonious, from unfamiliar to familiar, from cautious to open, from turbulent to stable, from exclusion to embrace, from suspicion to trust. The more solid and trusting the relationship is, the smaller the organizational internal friction is and the more obvious the consistency of the team insurance activity is. The role of members in the team and the tasks to be undertaken should continue to make timely adjustments with the enhancement of business level and management capability, accomplishment of periodic tasks, and the replacement of old and new members. In other words, we need to try to keep the teaching team in the benign state of normalization.

D. The choice of the insurance team-building approach

The choice of the insurance team-building approach (or called development path) is the result of impact caused by factors of internal and external incentive and restraint in insurance team. Of these factors, regardless of the subjective ones or objective ones, the expected effect is to promote the insurance team to carry out activities along with the way suitable for its development. In practice, an insurance team running route is a specific form of insurance development laws. The law of insurance development is objective. To explore it, wisdom of managers or management team is needed. And ultimately, we need to follow people's cognitive laws to realize it.

I will further elaborate the understanding of the laws of insurance team development. The real state of any insurance organization may be a state with their own expectations, or a management state with the expectations of all insurance agencies stakeholders--insurance regulatory agencies, insurers, creditors and employees. Or it may be a real state that the above requirements don't meet. However, whatever state it is, there is always a path to achieve the state of the insurance activities in real life. Arriving here, we can reflect whether the reality objective path is the desired? The usual answer is always more or less regretful. There is a optimal path among the alternative development paths to get the insurance service state that we all expect. So compared with other paths, this path is a better one to follow the laws of insurance team's survival and development.

Confirm the fact that whether the approach of team-building meets the laws of team development, the practice test is needed. And so does the people's reflection to the past insurance experience. Correctly treating the price paid by "deviation" and "correction", modifying the relationship between perfectionism and realism. Accept the activities that meet the objective requirements, while adjusting or improving them which are unqualified. And all insurance activities need to follow people's cognitive laws, respect the subjectivity of insurance team managers and team-members. The supervision of insurance agencies and other departments should provide supports and services that they can for the development of the team members.

V. Conclusion

As an innovative theory in the managerial theory system, Way-oriented Theory is in a process of continuous improvement. Due to the abstract feature, the effective application in practice remains to be further explored. In term of

reality, the use of the theory is not entirely excluding the control and constraint of insurance team members. Respect for the comprehensive development of insurance team members is based on the compatibility and consistency of their comprehensive development and law of insurance operation. The philosophy of doing well one's own job is in line with the cognitive laws of team-members' comprehensive development and also a true portrayal of following the insurance operational laws. Excellent insurance team requires a process of development. The phenomenon that the team members deviate from the path of comprehensive development will occur in different stage. Therefore, insurance administration agency or director is needed to execute the duties of regulation and restraint in the construction and development of insurance team. Equally, due respect for members' capacity of self-correction is needed. And finally the insurance team management is in a ideal situation of beyond perfection.

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由道本理论引发的对保险机构团队建设的思考

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摘要: 阐述保险需求变化与保险团队建设相关性, 对国内学者齐善鸿提出的道本理论精髓给予简要分析, 强调其作为“儒、释、道”文化的传承与西方企业文化融合的创新理论对保险机构团队建设在组织机构完善、团队成员主体性与成员发展为管理归宿点等方面启示, 并借助保险经营机构经营管理系统性的认识视角——“五 Z 一线”, 就道本理论如何在保险团队建设理念、团队体制与组织的形成、机制与配置的确以及团队发展路线选择等环节的具体应用进行尝试性探讨。

关键词: 道本理论; 保险团队建设; 运用