

 [TED Talk on Culture and Leadership by Joseph Trimble](#) by Louise S. [2015, Jul 19]

Good day to you. We are very pleased to announce that today my TEDxWWU Talk was released on YouTube for the world to see (at least a small portion of it). If you are interested here's the title and link:

Culture and Leadership | Joseph Trimble | TEDxWWU  
<https://www.youtube.com/watch?v=fuHj3jsBdKE>

Thanks for your interest.

Joseph E. Trimble, PhD

Distinguished University Professor  
Professor of Psychology  
Western Washington University  
516 High Street  
Bellingham, WA 98225  
Office – 360.650.3058  
Fax – 360.650.7305  
Email – joseph.trimble@wwu.edu  
Web site - <http://pandora.cii.wwu.edu/trimble/>

 [Comment by Michael Bond](#) by Louise S. [2015, Jul 19]

Thanks, Joe – watched it and appreciated your gentle, self-deprecating style of delivery. Will see how I might use this clip in my course, “Cross-cultural management” next term.

Hope that your book is selling well, and wonder how you might integrate it with Hogan’s “Personality and the fate of organizations”? yes, we have stereotypes of the alpha male leader, but how effective are they and in what work contexts? Are there some pan-cultural qualities that work effectively in all contexts or is that a fantasy? What about the introverted leader of recent fame?

Many questions from Many Words, who hopes to see you at this year’s APA and reciprocate breakfast where he will be staying at the Hotel Victoria, 56 Young St.

Mhb, as I’m known to my Chinese colleagues

Michael Harris Bond (彭邁克), Ph. D.  
Visiting Chair Professor of Psychology

Room M902  
Li Ka Shing Tower  
Department of Management and Marketing  
Hong Kong Polytechnic University  
Hung Hom, Kowloon  
Hong Kong S.A.R.  
China

telephone: [852] 2766-7342

fax: [852] 2765-0611

"And take upon's the mystery of things,  
as if we were God's spies."  
Shakespeare, King Lear

Link to Department website: <http://www.polyu.edu.hk/mm/bond>

my latest book: "Understanding social psychology across cultures"  
(2013): <http://www.sagepub.in/books/Book240293>

Latest book on social  
axioms: <http://www.amazon.com/Psychological-Aspects-Social-Axioms-Understanding/dp/0387098097>

the latest addition to the "Forbidden City" of Chinese  
psychology: <http://www.oup.com/us/catalog/general/subject/Psychology/Clinical/?view=usa&ci=9780199541850>

Recent book on Chinese organizational behaviour, edited with my M&M  
colleague, Xu  
Huang: [http://www.eelgar.co.uk/bookentry\\_main.lasso?id=14417&breadcrumb=&breadcrumb=&sub\\_values=&site\\_Bus\\_Man=&site\\_dev=&site\\_eco=&site\\_env\\_eco=&site\\_inn\\_tech=&site\\_int\\_pol=&site\\_law=&site\\_pub\\_soc=](http://www.eelgar.co.uk/bookentry_main.lasso?id=14417&breadcrumb=&breadcrumb=&sub_values=&site_Bus_Man=&site_dev=&site_eco=&site_env_eco=&site_inn_tech=&site_int_pol=&site_law=&site_pub_soc=)

 [Comment by Louise Sundararajan](#) by Louise S. [2015, Jul 20]

Dear Joe,

I also enjoyed your TED talk. I have one questions about the Daoist leadership: A Daoist leader may have all the virtues that you mentioned, but I wonder about the attribute of "transparency." I don't think transparency is a valued attribute in hierarchical cultures such as the Chinese. The Dao is like water, yes. But water can be clear or murky--and the Dao is compared to murky water, because it is a dark, unfathomable mystery, according to the

classical texts. Let me cite a passage from my book on Chinese emotions (which is now in print):

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There is a Chinese saying that “The bird that sticks its head out gets shot” (枪打出头鸟). Zhou Nan, a marketing professor, explained: “If we look at top leaders, they need to stay very quiet and wait unbelievably patiently for their turn. In comparison, every four years there is a presidential election in USA” (personal communication, 4/23/14). This wisdom is described in more details by Jing and Van de Ven (2014), who studied the Chinese notion of situational momentum (shi 势). Situational momentum (shi) can be favorable or unfavorable: “Shi or situational momentum is favorable when it aids efforts . . . . Shi or situational momentum is unfavorable when it dampens efforts” (p. 34). Open communication is used when situational momentum (shi) is perceived to be favorable, where “actions must be done quickly without delay. . . . Change agents must use their clear vision and goals to encourage internal actors to participate in the change process. Thus, open intentions become reasonable ” (p. 50). By contrast, as the Chinese proverb goes, “the master holds back secret tricks,” the authors point out that secrecy is often an auxiliary strategy when situational momentum (shi) is perceived to be unfavorable. For illustration, the success story of the CEO of the Chengdu Bus Group is cited to show how “since unfavorable contexts bring high environmental uncertainty. . . . By keeping his intentions secret, he had more opportunities to adjust his plans without losing authority or respect” (p. 49).

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Hope this whets your appetite for my book, which will be available at the APA Convention.

Louise