Algorithmically-Monitored Workers: Wages Deducted for Going to Bathroom for 3 Seconds Too Long and Buying Meals at Work

*Note: These are Jeffrey Ding's informal and unofficial translations -- all credit for the original goes to the authors and the original text linked below. These are informal translations and all credit for the original work goes to the authors. Others are welcome to share **excerpts** from these translations as long as my original translation is cited. Commenters should be aware that the Google Doc is also publicly shareable by link. These translations are part of the ChinAl newsletter - weekly-updated library of translations from Chinese thinkers on Al-related issues: https://chinai.substack.com/

Source: Caijing Magazine (财经杂志)

Reported by: 刘畅 (Liu Chang); Editor: 朱弢 (Zhu Tao)

Date: January 12, 2021 Original Mandarin:

https://page.om.qq.com/page/OvEeqYypzA_wv5kMcW1ZzsHw0?ADTAG=tgi.wx.share.message&from=groupmessage&fbclid=lwAR2JHZ6pDSt8xR3rcNudKy5Xklmt3yGgm11wZsPWviXet6inJY3vP4nszvk

Context -- Caijing is a respected business and financial news platform, and a "<u>pathfinding</u> <u>biweekly business magazine</u>" that is known for publishing investigative, critical pieces.

Each component has a prescribed processing time, and the system will recognize the worker's actions through the camera screen. If it takes too long, it will be reflected in the assessment of the worker at the end of the month, and merits will be deducted accordingly.

In mid-December 2020, Shanghai saw its first first cold snap. The northwest monsoon winds blew through the streets, urging pedestrians to wrap their coats tighter. At 11:30 in the evening, in front of a large private construction company on Caobao Road, Xuhui District, more than a dozen figures hurriedly opened the door with their work ID cards.

The group of people went upstairs in two elevators. They were talking and laughing just before, but at this time they were collectively silent. A young man tried to keep going with an inside joke but was stopped by his colleagues with stern eyes.

"The elevator's camera is connected to the office automation (OA) system, as well as recording equipment," a senior engineer Fu Cheng whispered after stepping out of the elevator. "This matter was kept confidential, but a guy who had left the job secretly told me."

This group of people had come to the company at night to work overtime, but this was neither at the urging of their boss, nor was it voluntary.

"The task node of our employee system has arrived." Fu Cheng said: "The system suddenly issued an action item on the 14th, requiring it to be completed before the 16th, so we had to race against time."

This "action item" is not arranged by the superior, but is automatically generated by the office system and directly distributed to employees. If it cannot be completed on time, the monthly performance merits of the employees involved "will be reduced by more than 30%".

This office system is internally called the "Intelligent Task Distribution System", which the company commissioned an information technology company in Shanghai to develop. The developer claims that this system is developed in accordance with the characteristics of the "project system" of construction engineering companies. It has a powerful machine learning program that can automatically assign tasks to office groups according to the time nodes of each link of the project. It can also "improve employee work efficiency" by linking together cameras and punch cards throughout the company.

But the front-line employees' feelings of being managed by the system are not so good. The general reaction is that the system "does not consider people's feelings."

"Originally, there is no need to work overtime. It is even clear that there is nothing wrong. I will be forced to check in on weekends, otherwise performance will be deducted." In the beginning Fu Cheng didn't understand this "stupid" algorithm setting, but later he felt like he understood a little more: "Maybe it is the boss who encourages overtime and dedication. It's hard for them to say it directly, so they tell us through the machine."

Because some work plans were considered "unreasonable", some people approached the boss to report the situation. But their reply is that there is indeed a problem with the system arrangement, but they are still advised to work overtime to complete the task. Because it takes a long time to "appeal" through the company's normal process, and it is very likely that the appeal will fail.

Fu Cheng's experience is by no means unique.

According to data in the "White Paper on Research on Chinese Enterprise Procurement of Digital Management in 2020", the scale of the procurement market for digitization in Chinese enterprises has increased from 7.08 billion RMB in 2017 to 11.24 billion RMB in 2019, and the market growth rate has also remained above 20%. It is expected that the market size will exceed 20 billion RMB in 2022.

At the practical level, more and more digital management methods are entering enterprises. The most common scenario is to use an OA system (Office Automation) to complete the overall

monitoring of employee attendance and workload. Data analysts can even write algorithms according to the needs of the enterprise, taking over the decision-making power of managers and even the subjective initiative of employees.

"This is a modern interpretation of Taylor's scientific management, fully engineering management rules," said Zhao Yi, an Internet observer. "But it will also give rise to a series of social problems. With the evolution of corporate management models and mechanisms, most of the costs will get pushed down on front-line managers and employees"

For companies, implementing the management process through algorithms is undoubtedly more efficient and accurate, and can also reduce management costs; but for ordinary employees on the front line, it has a distinctive flavor — this data is large and airtight, giving people no room for escape, so the original working methods and rhythms are changed.

A white-collar worker sighed, "Some of the things we are familiar with have gradually become strange."

Supervisors Abandoned

According to traditional corporate management methods, when a new task is assigned to a certain department, the head of the department will decompose the task into action items that can be implemented by individuals, and then arrange for employees to perform it. In addition, the department head also needs to make the final decision on the recruitment of department personnel, schedule setting, and performance appraisal.

In this closed loop of the process, the head of the department as the backbone of the management has the "power of life and death" over the employees to some extent and has absolute authority.

When digital management methods began to intervene, executives found that their "authority" was being challenged.

Since 2020, Wu Hao has found that his career has entered a "bottleneck period": his sense of presence among employees is declining.

Wu Hao is the workshop supervisor of a foreign-funded electronic equipment manufacturing company in Wuxi. He had gotten used to the company's 12-hour shift system. Every morning at 7:30, he would go to the workshop on time to check the production progress, worked with the technicians to complete the product quality control, went to the cafeteria for lunch before noon, and then worked until 20:00 in the evening. After "handing over work to the night shift supervisor," he took the company shuttle bus to go home, "as precise as a pendulum."

During the annual recruitment season, Wu Hao had the final decision on the employees assigned to his workshop. In his daily work, he was also responsible for the daily management,

guidance, training and evaluation of the workshop employees. "I determined the daily tasks and performance indicators."

In the past, relatives in his hometown would always find him, begging him to hire their children into the workshop, and some workers and technicians secretly asked for "extra leniency" in performance appraisal and leave. All these made this man from the northwest "have a sense of accomplishment and work harder."

In 2019, the foundation of Wu Hao's workplace suddenly collapsed: the company began to introduce a fully intelligent employee management system.

"It is said that this was a command issued from the US headquarters. It must be enforced," said Wu Hao. "The technical department found an information company in Suzhou, developed it for half a year, and installed it in the factory."

The workshop terminal of the new system includes more than 20 cameras all over the workshop, an OA system that records all worker information, and an electronic attendance system at the entrance of the workshop. They have different functions:

The camera records the on-the-job status of all workers in the workshop and monitors their work efficiency. For example, each component has a prescribed processing time, and the system will recognize the worker's actions through the camera screen. If it takes too long, it will be reflected in the assessment of the worker at the end of the month, and performance merits will be deducted accordingly. The attendance staff will also manually review the system's assessment results.

The electronic attendance system refines the punch-in procedure previously set at the gate of the company to the workshop. Workers must swipe their cards if they leave the workshop. If they leave the workshop for more than 15 minutes, the record will be submitted to the OA system together with the camera video, and performance will be deducted at the end of the month.

The OA system records the workload and absenteeism of workers in the current month, and it archives camera video and attendance records together. Those who exceed the quota will receive additional rewards, and those who are absent or inefficient will be deducted from their wages.

Although the company stipulates that "workshop supervisors have the final decision on performance appraisal," Wu Hao believes that he has completely lost his control over employees: "If an employee really raises an objection to the appraisal result, the superior will generally accept the decision of the OA system. They think that the machine can't make mistakes, and that my decision was influenced by personal feelings."

Since the system has been running for more than a year, fewer and fewer people have engaged in *guanxi* practices with Wu Hao. This would appear to be more fair, but Wu Hao doesn't think so.

In his opinion, the close relationship between himself and the frontline workers has begun to be indifferent. In the past, he would always take care of workers who had urgent matters at home, such as not going through the process to grant them half-day leave to prevent them from using up the leave quota, and also by giving clever workers extra performance to encourage innovation in the assembly line and win over the hearts of the people.

But when everything runs strictly according to the algorithm procedure, the supervisor also loses the adhesive role.

An event in the summer of 2019 was still fresh in Wu Hao's memory: a worker took 3 seconds to go to the bathroom beyond the prescribed time (the requirements for going to the bathroom are so precise? Yes, this is the most darkly humorous thing I have encountered in an interview, even going one second over will not cut it), the system deducted 50 RMB from his salary at the end of the month. The worker lodged a complaint, and Wu Hao called the human resources department to report, receiving a cold, one-sentence reply: Exceeding the time limit by one second is still exceeding the limit, and the rules and regulations must be followed.

This incident quickly spread throughout the workshop. "Old Wu is of no use anymore, now the people above only look at the computer." Wu Hao heard this type of comment while eating in the cafeteria.

"Everyone takes care of themselves, and the working relationship can't be cultivated." Wu Hao believes that when the supervisor is "useless" to the workers, the previously good cooperative relationship will be lost. For the benefit of a few seconds to destroy the coordination relationship between the supervisor and the workers in the workshop, "the gain is not worth the loss."

Fang Jingyun, deputy director of the marketing department of a famous fast-moving consumer goods company in Guangzhou, has the same feelings as Wu Hao.

This "strong woman" (女强人), who has always been known for her independence and assertiveness, has worked in the company for more than ten years and has grown from a fledgling fresh graduate to the backbone of the team.

Previously, Fang Jingyun needed to approve every chart and project plan submitted by employees, make corrections, and formulate a work training plan for the employees of the department: "It is me who tells them how to deal with various situations."

Three years ago, the company introduced an "automatic decision-making system" from Italy in order to reduce the daily processing burden of front-line managers, and the situation changed.

In the system, the employee work and training plan is set by the algorithm as a number of fixed processes, "operation, technology, and legal affairs, each has a set of development lines, and employees can follow the time process one node by one node." Fang Jingyun said. Her own work is simplified to assist employees, standardize various documents submitted by employees, and even organize team building.

Of course, the charter stipulates that department heads still have the final decision-making power, but it seems difficult for Fang Jingyun to use this power.

She remembered that in order to grab the highest supplier purchase price, one of her employees creatively simplified the process of connecting with customers and completed the task half a month earlier than originally planned. However, the key project plan and the customer's electronic signature have not been implemented. According to the system regulations, the "action item was not closed on time", and the employee's salary of several hundred yuan was deducted.

Fang Jingyun found her superiors to report this matter. They said that to modify the algorithm, they needed to contact the leaders of the digital department to meet and coordinate, and it must go through the approval of the highest-level leaders. It took half a month for them to go through the set of procedures to contact the system development company to modify the algorithm.

"For a few hundred dollars, it's not worthwhile." The leader concluded.

"But she saved at least 80,000 RMB for the company." Fang Jingyun retorted.

"What if we compared that to the hundreds of thousands spent on correcting the algorithm?" The boss replied.

In the end, the superior agreed to reward the employee with a quarterly bonus to make up for the fine.

After the incident, Fang Jingyun discovered that compared with the previous "come find me if you need anything", everyone is now more willing to work on their own. Even during team-building times, they conceal everything. "They don't even say the truth when drinking."

"Does the system serve us, or do we serve the system?" she asked.

Jianming Yao, director of the China Enterprise Innovation and Development Research Center of Renmin University of China, told the *Caijing* that the algorithm itself is only a tool, and how it manages and restricts people is ultimately determined by people. If the algorithm lacks rationality, the root cause is the human problem, not the algorithm itself.

Yao Jianming believes that the management strategies at different levels of the enterprise are different: "At the operational level, it is more feasible to use machines and algorithms to assist

decision-making, but if it rises to the strategic level, it involves issues such as corporate strategy, culture, responsibility, and ethics. It is unlikely for machines to make decisions." He emphasized that the application of OA systems requires algorithms to be flexible. If the management is very "dead", it can only show that the system design, algorithm construction and program writing are not mature enough.

Even at the operational level, Jianming Yao also suggested that the premise of machine decision-making must be guided by a reasonable corporate culture and strategic decision-making. In this way, companies can know what they are going to do, and then they can design suitable systems and algorithms.

Hands and Feet Tied

Handing over the process to the system for judgment also means that workers lose a lot of delicate" time to maneuver."

For Du Xueliang, a former consultant for a well-known foreign-funded consulting company, the complexity of consulting affairs used to "never stump him."

Generally speaking, the business consulting project process is divided into four stages: contact, preliminary consulting, formal consulting and program implementation.

In the contact phase, there are "mostly three types" of customer sourcing: coming here via name recognition, introduction by a third party, and consulting organizations recommend themselves. Except for the first type, clients from the latter two sources tend to be larger in scale and need to be protected by the consultant's extensive network and appeal in the circle.

"The better the relationship between you and the customer, the more willing the customer is to be a repeat customer, and the more willing to recommend you in the industry." Du Xueliang concluded.

In the pre-consultation stage, the consultant needs to find the key management issues of the client through investigation and confirm the consultation topic with the other party.

In the formal consultation stage, the consultants will go deep into the company to investigate, find the cause and effect relationship and the internal connection of the problem, and finally submit a consultation report, design a solution and implement it.

In Du Xueliang's opinion, the "four steps" of consulting all reflect the consultant's personal experience and abilities: "Many problems are not formulaic, and specific problems need to be analyzed in detail. When consulting in China, the more important point is interpersonal relationships. The easier it is to work, the more customers are willing to trust and cooperate with your plan. These weights are difficult to quantify with data."

A few years ago, a company partner was attracted by the bright prospects of the algorithm system and outsourced the development of an employee management system that integrates attendance, performance evaluation, project management, and process formulation. After hearing the news at the internal meeting, Du Xueliang "felt a vague sense of uneasiness."

The algorithm system operates strictly in accordance with the company's proud corporate culture principles: high efficiency, standardization, curiosity and entrepreneurial spirit. All employees must enter their work content in the system every day, accept the system's work evaluation, and obey the additional task instructions issued at any time to "serve customers more comprehensively."

However, the traditional "four steps" of the consulting industry has been completely transformed.

In the pre-consultation stage, after completing the preliminary investigation, the consultant should submit the current stage and the problems that the company may face to the system in the form of an electronic report. The system will find the corresponding consulting direction in the case library constructed by "large amounts of data". After manual review by the more senior general counsel, it is issued to the consulting team for "reference".

"It's said to be a 'reference' point but it's actually to do things according to the logic of the machine," said Du Xueliang, "but many cases involve different management directions of the enterprise, and the machine tends to ignore this particularity and force classification."

The action plan in the formal consultation and program implementation phase also needs to go through this process. "If the preset target is deviated, the plan will also deviate, which may eventually lead to a deviation in the result." Du Xueliang said.

When providing services for a meat product company in Anhui at the end of 2018, Du Xueliang's dissatisfaction reached its peak.

From 2016 to 2018, the client company's turnover fell by more than 7% for three consecutive years. The company's boss was Du's old friend, and he made a special trip to Shanghai to ask him for advice.

After investigation, Du Xueliang found that the company's expenditure items were mostly concentrated in internal links such as personnel management, the company's digital upgrade and procurement items, and there were "serious problems" in cost control. After Du Xueliang's team submitted the report, the algorithmic system's conclusion to "improve the company's internal governance and control capabilities", and prescribed a "prescription" based on this, requiring Du Xueliang's team to deal with the project within the framework of the regulations for solving internal problems.

Du Xueliang also found that due to the imperfect financial management and control process of this customer, the actual flow of a large number of accounts had been inadvertently concealed: "There are several accounts that are nominally used for internal personnel management, but the money is transferred seven times internally, and the final flow to export is the company's market development projects in Henan, Shandong and other places. So this is actually related to the company's aggressive expansion strategy and is by no means only an issue of internal control."

Du Xueliang immediately sent a report to the senior consultant, requesting that consulting action items on the company's expansion strategy be added to the system. The experienced senior consultant quickly approved and agreed, but he also warned Du Xueliang over the phone that this processing method would be recorded in the system as "the report is inconsistent with the conclusion of the algorithm system", and the company's senior executives are required to investigate and inquire at the end of the year. Although he would still smoothly pass any evaluation, it may affect his year-end bonus.

"Even if the result is good, it is inconsistent with the system's judgment after all. Even if your excuse is impeccable, some high-level people who don't understand the inside story will be suspicious. They will assume: If you strictly follow the system, will the result be better? After all, there is no way to prove that your consulting plan is the best." The senior consultant said with sincerity.

Du Xueliang felt that this treatment was "outrageous": "This is bad money driving out good money, and pests controlling the machines.

In the face of the "rigorous and fair" system, many of Du Xueliang's habits became unacceptable: his smiling *guanxi* approach was not included in the calculation category at all, and the action items filled up all the time he spent to build good interpersonal relationships "There is no longer a way to accept multiple projects at the same time."

When the flexibility of the "playing host" style encounters the refined management of the algorithm, the former fails.

In 2018, Du Xueliang's personal income dropped by more than 25%. Facing high-level questions, he didn't know how to respond. In the following year, this consultant, who had gained a bit of fame in his industry, decided to start his own business.

"My own company will never believe in algorithms," Du Xueliang emphasized. "China's communicative wisdom, algorithms cannot capture it."

Lingyun Qiu, associate professor of the Department of Management Science and Information Systems, Guanghua School of Management, Peking University, pointed out to the Caijing reporter that for different types of jobs, incentives should be different. He mentioned the famous "motivation theory" in psychology: "For simple and repetitive labor, external incentives such as

wages and benefits will have relatively better effects; but for relatively complex mental work, incentives that can stimulate internal motivation will be more effective. effective."

Lingyun Qiu, mentioned that existing research has found that if employees can participate in the algorithmic decision-making process, they will be more willing to follow instructions.

"If employees are allowed to make some simple inputs (to the algorithm), similar to even parameter settings, they will feel that they are involved in the decision-making process, which will reduce their feelings of alienation toward the algorithm, and they will not feel that they are completely controlled by the algorithm." But at the same time Lingyun Qiu pointed out that this requires companies to establish an effective feedback loop. "For example, if an employee is scheduled to work overtime for three consecutive weeks by the software, the system needs to design a feedback function—whether through the supervisor or the employee themselves —that allow employees to express their dissatisfaction with the algorithm."

Lingyun Qiu pointed out that while making full use of the algorithm's inherent advantages in accuracy, consistency and perceived fairness, managers also need to be fully aware of its disadvantages such as lack of flexibility. Therefore, when using algorithms in management, we must fully consider the feelings of employees.

The fault of a rice ball

Recently, a netizen broke the news on Weibo that a technology startup in Hangzhou issued a batch of high-tech cushions that could sense body data to employees and required all employees to use it. Unexpectedly, employees discovered that the cushions were used to monitor employees' heart rate, breathing, sitting posture, fatigue and other data to investigate whether employees were "loafing on the job", which caused a lot of complaints.

The Caijing reporter had previously interviewed a sales executive of a technology company in Hangzhou who had developed similar programs. He said that buyers of similar products are all small and medium-sized enterprises, and when they make a request, the company will make it clear that the monitoring data should be uploaded to the unified terminal in real time to facilitate monitoring of the work situation of employees.

"Not for monitoring? That's nonsense. The only purpose of developing this kind of thing is to monitor." The supervisor said frankly.

For some large companies, there is also a need for more refined management of employees.

To verify this, a Caijing reporter borrowed an employee card of a large state-owned power group in Beijing and entered the company's park. Over the course of one day, this reporter used this card to swipe gates, take elevators, check in at work stations, eat in canteens, and shop in supermarkets. In the evening, the reporter checked on the company's human internal platform

and found that the platform recorded the accurate time and consumption amount of all the above activities, and all the data was linked to the employee's personal OA system.

Liu Fei, an employee of the company's Party-Mass Work Department, said frankly that all this information is useful.

"Our working hours are 8:30-17:00, and lunch breaks are 12:00-13:30. If we find that employees are using working hours to go shopping at the supermarket in the park or swiping to leave the office, it must be filed as 'suspicious' information, and this information will also be included in the performance appraisal. If there are more than five similar phenomena in a month, part of the bonus will be automatically deducted."

But most employees are not aware of this policy. "The employee card has this function. We didn't know it before, but it's not surprising." An employee said, "The current technology can completely guarantee that we have no privacy after entering the company."

Since money will be deducted, why would employees not know?

"Because the money deducted is the year-end bonus," Liu Fei uncovered the mystery, "Would ordinary people notice that the year-end bonus is short by 80 or 100 RMB? They would think it was for some tax expense." He said that this \has already been used as a "secret" cost control method for several years, and it can save the company nearly one million RMB every year.

Liu Fei said that companies with similar operations are "not uncommon" in the industry: "We learned this from other industry partners. As far as I know, they also learned from some private enterprises."

Feifei Wong, an employee of a private scientific research company in Shanghai, encountered a similar incident. In August 2020, she chose to leave her job, but she did not expect the company to ask her to pay a loss of hundreds of yuan: "According to the company's assessment, leaving the park without authorization during working hours is considered a violation of labor discipline, and the data must be entered in the information database." Feifei Wong said. Perplexed, the human resources department immediately pulled out a list from the printer, which contained the records of her going out with access control during working hours in half a year, all in red.

"If you swipe your card during working hours, the system will automatically generate a red warning record," human resources explained.

"I just went to the convenience store to buy a rice ball!" Feifei Wong felt wronged. Human resources responded that the labor discipline protocols had been known to her in black and white before she started the job, and the deduction of money was "reasonable."

Some companies have "brilliant tricks." A first-line business manager of a well-known listed real estate company, who did not want to be named, said that his company is considering

cooperating with a software company to develop an indoor map of the headquarters in order to better control the attendance rate of internal employees.

"The item in the bidding document is written to better design the office layout, but we all understand that this project is mainly proposed by the human resources department." The business manager said that an excellent indoor map software can be "perfect" with precise positioning. Record the time employees enter and leave the area, and count the stay time. In this way, "The system can see clearly which employee wants to slip away."

Does the company's similar behavior damage the privacy of employees? Deliang Liu, a professor at the Law School of Beijing Normal University, said: "Although the company's workplace management and control of employees is inhumane, it does not infringe on personal privacy in the legal sense." But he also emphasized that it is too strict and lacks humane management. It is often not conducive to the enthusiasm and creativity of employees.

Lingyun Qiu believes that the advantages of algorithms are also concentrated in the analysis of data collection, so they are a powerful tool for evaluating employee productivity. However, the use of algorithms still needs to pay attention to some basic principles.

"It's definitely foolish not to use these data; but how to use them most effectively reflects management capabilities," said Qiu Lingyun. "As part of the management function, managers have the right to supervise the output of employees, but they must adopt a method that is both scientific and acceptable to employees."

Digitize for the sake of digitization

The companies that develop these systems are deeply familiar with companies' unreasonable algorithm requirements.

One OA system development company marketing director who did not want to be named told the Caijing reporter that all kinds of companies that come to consult often "care more about the label of digitization so as to get subsidies from the government and superiors." As for the effectiveness and possibly negative effects of digitization, they "don't care."

This supervisor told us about a case he had personally experienced.

The head of the digital department of a large real estate state-owned enterprise found him through an acquaintance and asked him to contract the company's next digital upgrade. Subsequently, the detailed upgrade plan sent by the person in charge stunned the supervisor.

"It's all arrogant theories, layouts, and strategies. There is nothing to improve work efficiency and simplify processes." The supervisor said, "According to their requirements, many things are

contradictory-both To achieve a comprehensive process of the work schedule and to improve the efficiency of innovation and creation, the current conditions simply cannot do it."

The supervisor invited the digital leader out for dinner. During the meeting, it was repeatedly emphasized that the plan "needs adjustments," and the person in charge was embarrassed, saying that these were determined by the leadership and could not be changed, and the requirements must be fully realized.

"I told him at the time that this was embarrassing me." The supervisor said, "According to the characteristics of your work, the full realization of paperless and algorithmic assignment of tasks will definitely not work well."

But the other party still insisted. In desperation, the development company completed the upgrade task as required.

"The callback a year later impressed me deeply," the supervisor smiled bitterly. "One of their employees heard that we are a developer and asked directly, "You are a developer? Do you understand the market? Do you know how to make a system?" Huh? Don't do it, get out!"

Yao Jianming pointed out that the reason why many companies have problems in digital transformation is mostly because they think about digital transformation from a purely technical perspective, while ignoring the management logic: "Digital transformation under this premise is definitely worthless."

Yao Jianming suggested that when making reasonable business management decisions, business managers should comprehensively consider the value demands of the company, customers, and society: "It can be said that there is no successful digital transformation company at present, and it will not be possible in the future. Because digital transformation is a process, it is always on the way."

Yao Jianming specifically pointed out that Western management theories "may not be fully applicable to the Chinese context" because the premises of Western management theories and logic are somewhat different from China. Relatively speaking, Western companies may have a higher probability of making "deterministic" decisions and higher controllability of future trends. However, the external and internal environments of Chinese companies are very different from those of the West. Facing the complex and changeable environment, it is relatively difficult to make scientific and deterministic decisions.

On the other hand, "There are many well-known companies in the West for hundreds of years, and their internal scientific management is not impeccable, but they are still facing the dilemma of poor management or bankruptcy. The reason is that the business management involves cultural, strategic and innovative decision-making And so on, especially the decision-making related to the most critical resource of the enterprise-the "people", to some extent, it is not entirely possible to rely on scientific theories and methods."

"Business management is the unity of science and art. A reasonable decision, whether it is made by humans or by machines and algorithms, requires a combination of science and art, which ultimately needs to be realized by humans." Yao Jianming concluded.

Just before *Caijing* published this piece, Fu Cheng's year-end award was also issued. Affected by the performance of his project team, it was 7,000 RMB less than the previous year. After receiving the text message, Fu Cheng posted a photo of him and his wife on a trip to Disneyland in his WeChat Moments, accompanied by the lyrics of the new album of the famous folk band "Omnipotent Youth Society [万能青年旅店]":

"Under the Milky Way, An electronic wasteland. Hundreds of millions of ways of the world, There's so much mud that can defile a man."