

# Evaluating College Instructors Performance under the Harmonious Management Theory

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**Abstract:** On the basis of expounding on the harmonious management theory and analyzing the college instructors' appeal of harmonious management of own particularity, this paper introduces the concept of harmonious management to guide college instructors performance evaluation and discusses the harmonious construction of college instructors performance evaluation under the harmonious management theory. Guided by performance objective in a certain period and combining the performance mechanism and instructors' subjective, a conclusion of student thought political education target coupling with instructors' personal goal is reached.

**Key words:** Harmonious management; Counselor; Harmonious theme; Performance evaluation

## 1 Introduction

College instructors' performance evaluation is, according to the target and requirement of college students' ideological and political education work, to assess the instructors' quality, behavior, results, and other aspects organizationally and objectively, so as to determine their ability, working state and adaptability. "Involving observation, judgment, feedback, measure, organizations and people's emotional factors intervention"<sup>[1]</sup>, the college instructors performance evaluation is a comprehensive, multi-level and perspectives, system engineering, which aims at the harmonious unification between the scientific construction of college students' ideological and political work team and ideological and political education, college students healthy growth and university counselors' personal development.

Because of the obsolete guidance idea and serious insufficiency in evaluating method, process, system, the existing instructors evaluation system's assessment validity is low and reliability is weak. Thus, this essay introduces a new concept of "harmonious management" to guide the college's counselor's performance evaluation and builds a more optimized settings and humanized guide to promote the development of college counselor's performance evaluation.

## 2 Harmonious Management Theories

### 2.1 The definition of the harmonious management theory

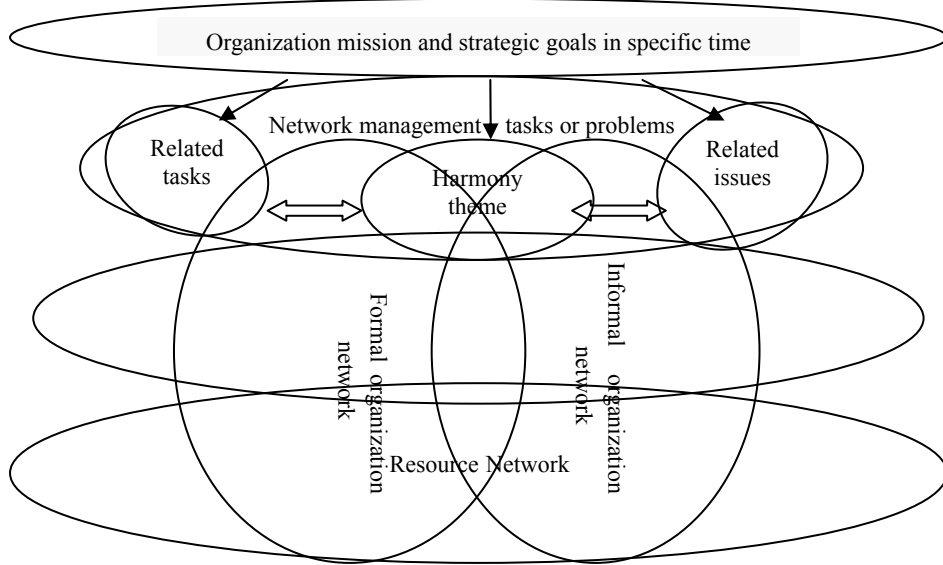
The harmonious management theory is a theoretical system established on reducing internal friction and improving organization operation and management performance through harmonious mechanism from the system engineering angle. The harmonious management theory is the problem solving learning closely relied on the environment and the harmony theme, structured as "One Body, Two Wings". "One Body" for "harmonious theme", i.e. the core problem to solve and core task to achieve so as to achieve the long-term goal for the organization in specific development period and situations. "Two Wings" for "He" and "Xie", "He" is defined as the perception and behavior of human and the crowd's "proper" embedding into organization, mainly concerning about man's subjectivity and initiative; "Xie" refers to all content elements' "reasonable" "input" into organization. And the concept of "proper" and "reasonable" can be systematically interpreted by "He principle" and "Xie principle" respectively. "He principle" is the special device to deal with human's eternal uncertainty, mainly targeted at reducing the uncertainty from people; "Xie principle" is to deal with any management problems that can be materialized or made elements finally, which is the fundamental principles used to guide the pursuit of optimization under given resource constraints and objectives, mainly focusing on uncertainty (probability) of efficiency.<sup>[2]</sup>

Management theory is the coupling interaction between the two rules of developing people's initiative (that is "He" principle) and optimization design (that is Xie principle) on the core basis of "harmony theme". Therefore, the harmonious management of the core ideas can be described as: interaction between human and object and the autonomy and initiative between human and system as the primary consideration, to mobilize "the dynamic role of human" under the double role of rational design and optimization and the environment induced independent evolution, and to deal with issues' systematic management ideas and methods.<sup>[2]</sup>

**2.2 Operational mode of harmonious management**

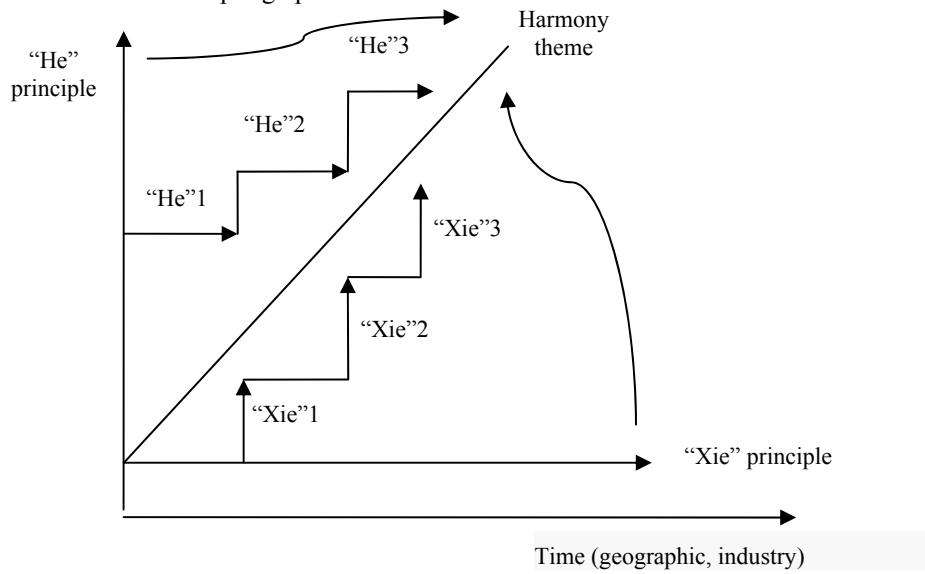
**2.2.1 Identification of harmony theme**

Identification of harmony theme is the premise of management. As the core management tasks or problems to complete the mission of the organization and achieve strategic objectives, harmony theme is the stage management priorities and focus during the strategy implementation process. In every stage of implementation of the strategy, there will be a large number of tasks to be do and many problems to solve, that is to say, the various departments within the organization, in order to achieve the overall strategy, must define their own tasks in a certain stage; i.e. the harmony theme. Harmony of each sector corresponds to a certain coping mechanisms and measures, and these corresponding resource allocations form a branch of a broader network diagrams with the harmony theme’s network-like-distribution. As illustrated in FIG. 1. After the strategic objectives identified, the core mission of harmony theme is to identify the most critical and important themes for phased implementation of the strategic objectives in a particular environment, organization and leadership situations.



**Figure 1 Schematic Diagram of the Operational Characteristics in a Specific Period**

**2.2.2 Harmonious coupling operation mode**



**Figure 2 Harmonious Management in Given Time Zone, Area and Industry**

Shown in Figure 2, the coactions of “He principle” and “Xie principle” does not represent a harmonious state of the inevitable but the interaction of “He principle” and “Xie principle” with harmony themes constantly emerged during the process of organization. In the organization management of a given time period, geographic and industry, within the system of “He principle” and “Xie principle”, we can see the progression from “He principle 1” to “He principle 2” to “He principle 3” and from “Xie principle 1” to “Xie principle 2” to “Xie principle 3”. By nature, harmony theme, “He principle”, “Xie principle” and external environment interactive but interdependent between each other, only the formation of coupling and maintaining the consistency of the relative dynamic among them can promote the organization’s adaptation and development and enable organizations to gain competitive advantage and better performance, along with the co-evolution with the environment.

### **3 Harmonious Management Demands of Specificity from College Counselors**

#### **3.1 Harmonious management demands of college counselors’ working features**

Targeted at students, college counselors’ work is individualized. They influence students through their moral character, knowledge, ability, language, behavior model, etc. under incomplete monitoring. A single way of quantitative assessment assures no quality of their work consciously and voluntarily, no autonomy or inspiration.

Therefore, the College Instructors Performance Evaluation under Harmony Management Theory advocates the use of environment induces “He principle” to maximize the counselors’ autonomy and creativity, overcomes the contradiction brought from incomplete monitoring, which adapts the working characteristics of counselors.

#### **3.2 Harmonious management demands of college counselors’ own characteristics**

Most counselors are knowledge workers as with a master degree or above. Large amount of research data shows that knowledge workers pursue the proof of their own value, more concerned with the realization of their own values and expecting the top-level community’s recognition as they want to play to their strengths and achieve a career. So high-level and often difficult work of educating people is a fun for them, they treat the students spiritual world as a reflection of the way of self-worth, and as the work are often not immediate because of its non-material, long-term nature, no later than effectiveness. It has to go through a very long time to bear fruit. In this case, the present relative rigid way of quantitative assessment is of little incentive to college counselors.

Thus, the College Instructors Performance Evaluation based on Harmonious Management Theory advocates optimizing “Xie principle”, that is to optimize the formation of specific objectives of evaluation methods and from an objective values in line with the direction of College Counselors.

### **4 Harmony Constructions of College Instructors Performance Evaluation under the Harmony Management Theory**

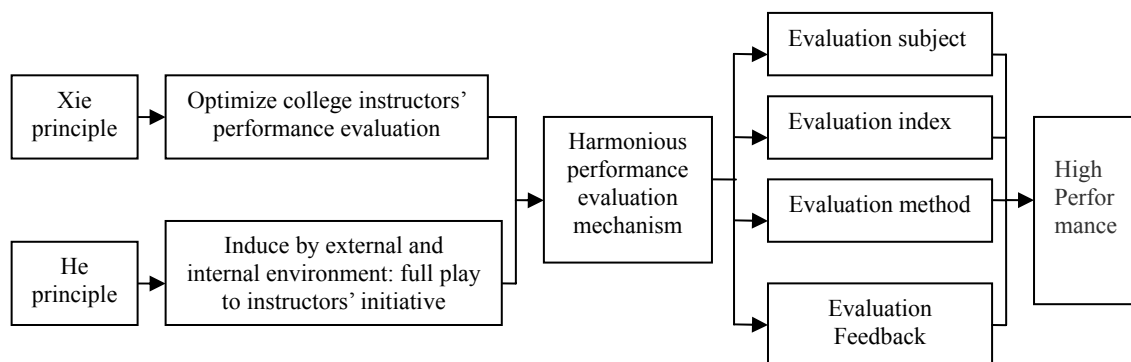
#### **4.1 Construction of stage harmony theme of college instructors’ performance evaluation**

Being representative and relatively stable, Harmony Theme has to guide the higher performance evaluation results. Therefore, any individual or short-term management cannot be identified as a harmonious theme. For example, to a college dedicated to the professional counselors construction, if the backbone counselors with higher theory level but in the performance evaluation process with severely insufficient ideological work into students, then the counselor performance evaluation for the current stage harmony theme can be refined as “carry out the ideological work at great length and deep into student”, not just increase the punishment in the assessment feedback for not into students.

#### **4.2 Construction of a performance evaluation system matched with the harmony theme**

##### **4.2.1 Establishment of a harmonious coupling mechanism for college counselor’s performance evaluation**

In the field of college counselors performance evaluation and under the premise of the establishment of ideological and political education’s development orientation and strategic targeting, we should base on the following two factors to establish the harmonious coupling mechanism: one is to explore, analyze, sort, summarize environmental induction factors in order to fully mobilize the majority of counselors’ enthusiasm and initiatives and to create an environment and conditions to form a dynamic; the other is to optimize specific performance appraisal system, to build an evaluation system helpful to ideological and political education and counselors’ self-development, then through induction of assessment to give full play to the potential for self-development counselor, reduce the negative effects of their work, and ultimately achieve a state of relative harmony. As Figure 3 shows:



**Figure 3 Establishment of the Harmonious Coupling Mechanism**

#### 4.2.2 Optimization of the main part of college counselor's performance evaluation

Subjects of College Counselors Performance Evaluation at this stage are the higher authorities, policies, methods with the higher authorities' reviews as the main reference. Under the harmony management theory, the assessment subjects and the power distribution need further optimization.

##### (1) Reduce the department assessment

The counselors' performance evaluation made by the students' affairs department, departments' party committee or other charging departments is the core of most counselors' performance evaluation. Authorities hold an advantageous position in observing and assessing the counselors' performance. They may control and lead properly, but also with negative impact of subjective factors. Therefore, appropriate reduction on the proportion of authorities' evaluation is a kind of coordination of "He principle" and "Xie principle". And strengthening the "He principle" will be more conducive to realizing the harmony theme--the short-term performance.

##### (2) Adhere to the self-assessment

Self-assessment is a typical example to highlight the dominant position of counselors. The theory of "He principle" is adopted in self-evaluation and owns ability reduces the uncertainty through the process of evaluation. Self-assessment is suitable for counselors with strong self-binding, high self-demanding and strong concept of moral responsibility. But for some instructors, they may improve the actual evaluation of themselves, thus there will be lack of justification in the evaluation and the overall effectiveness will be affected. Therefore, in specific applications, the backbone counselor groups can be the main subject of self-assessment.

##### (3) Develop peer assessment

Development of peer assessment is to fully use "He principle", adjust the inter-organizational and interpersonal relation by reducing uncertainty, ultimately strengthen the "division of labor" and "cooperation" and improve the counselors organization acceptance and role orientation in cooperation so that they could play their own ability in strong collective activities and comply with the organizational arrangements, and feedback the whole cooperation positively, not just show self performance for individual achievements.

##### (4) Highly integrate student's assessment

Students are the working objects and the closest ones to college counselors, and they are most familiar with counselors work. The way of students participating in the counselor's performance evaluation anonymously is also known as bottom-up performance feedback. Through students, counselors can improve their way of working much more. This evaluation method is more propitious to the performance evaluation, one with "closer to students" as the stage "harmony theme". In practice we should pay attention to the entire areas and consider the actual difference of the number of students. To achieve a comprehensive performance evaluation we must see the instructor's effect on the individual as well as on the whole group.

#### 4.2.3 The index system of college counselor's performance evaluation

The index system directly relates to the performance evaluation results and also the direct baton to guide counselors' behavior. To design index system should start from implementing optimal allocation and construct environmental inducted harmonious coupling mechanism. On one hand, we should scientifically set the types and proportion of quantitative and qualitative index; for instance, we can set work, study and research as the three qualitative indexes and reflect them respectively through different assessment content and weights, then give full play to the counselors subjective initiative through the digital fuzzy judging while optimize system and resources,

strengthen the matching nature of instructors with certain individual appraisal index. Directing at counselors with different titles and administrative-level, we fully reflect the coupling of “He principle” and “Xie principle” timely and appropriate combination of different quantitative and qualitative indicators. On the other hand, the index system cannot be generalized and we should adjust the indicators distribution of different time and performance targets, considering the overall strength of the school, teacher status, the student’s quality and management basis. For research universities with strong power in ideological and political education and related disciplines, as they have strong academic support for counselors’ specialization and high-quality students, they may reflect more demands on counselors’ professional construction in the system design and walk the expert path.

#### 4.2.4 Choice of college counselor’s performance evaluation methods

One is individualized assessment. As for the counselors performance evaluation with outstanding talent in some area, way of “He principle” as main method and supplemented by optimization of “Xie principle” should be adopted. We should combine multiple forms of assessment, such as promoting and encouraging excellent counselors to be professional and career-oriented and critical incident technique is very effective to performance evaluation; for by objective management evaluation of general and newly worked counselors, we can adopt the method of “Xie principle” as main method and supplemented by optimization of “He principle” and optimizing related objectives and concept of implementing the “He principle”. The second is the development assessment. Development assessment pays more attention to individual’s background, foundation and individual differences and its main concept is to make the majority counselors identify with, support and participate positively in the evaluation. To establish developmental counselor evaluation system is helpful to enhance the counselors’ professional quality and stimulate the continuous improvement of the work of counselors’ initiative and creativity.

The concrete application of assessment methods is actually to try to improve the “Xie principle” and give full play to “He principle”, to bring “He principle” and “Xie principle” together by people’s initiative, to bring the Counselor’s own development goals closer to the schools’ overall objective of ideological and political education and to ultimately achieve the dialectical unity of “He principle” and “Xie principle” and harmony of school objectives and personal development.

#### 4.2.5 Feedback of the college counselor’s performance assessment result

Counselors work autonomy and strong features of not full control may easily lead to their prone to resistance and debate when receiving the feedback. Facing this situation, we can construct the basic awareness of “recognition of the complementary division of labor” and “inclined to cooperate”, and design art method of “sustainable compliance” and “positive feedback” the basic sense of “integrity” and “responsibility” as the fundamental so as to feedback effectively, which can be achieved through the principle of “He principle” and environment induced independent evolution. When assessing the feedback results, evaluator should also give the instructors assistance, education and guidance and rationally use scientific methods of feedback, like telling and persuading, telling and listening and problem solving, to make positive result in feedback.

## 5 Conclusion

In conclusion, the introduction of management theory in the field of college counselors’ performance evaluation provides a reference framework for the theory and practice of college counselors’ performance evaluation. The College Instructors Performance Evaluation based on Harmonious Management Theory is to connect Performance Mechanism with counselors’ initiative, give full play to counselors’ autonomy and initiatives, and eventually reach the coupling ideological and political education of students and counselors personal goals, coupling of the target of students’ ideological and political education with counselors personal goals, on the basis of overall management, reforming colleges’ current management philosophy under guidance of the performance objective in a certain period of time.

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