

Haier

海尔

Haier'S
PICTURES
AND
WORDS

员工的画与话

Haier

海尔 员工的画与话

Haier'S
PICTURES
AND
WORDS

图书在版编目(CIP)数据

海尔员工的画与话. —北京: 中共中央党校出版社,
2010. 6

ISBN 978 - 7 - 5035 - 4283 - 1

I. 海… II. 电气工业—工业企业管理—经验—
青岛市 III. F426. 6

中国版本图书馆 CIP 数据核字(2010)第 021652 号

海尔员工的画与话

责任编辑 曲 炜 王 琪

版式设计 宗 合

责任校对 高 鹏

责任印制 张志军

出版发行 中 共 中 央 党 校 出 版 社
(北京市海淀区大有庄 100 号)

邮 编 100091

网 址 www.dxcbs.net

电 话 (010)62805800(办公室) (010)62805818(发行部)

经 销 新华书店

开 本 700 毫米×1000 毫米 1/16

印 刷 河北新华印刷一厂

字 数 100 千字

版 次 2010 年 6 月第 1 版 2010 年 6 月第 1 次印刷

印 张 18.5

定 价 68.00 元

版权所有·侵权必究

如有印装质量问题,请与本社发行部联系

海尔是海



海尔应像海。惟有海能以博大的胸怀纳百川而不嫌弃细流；容污浊且能净化为碧水。正如此，才有滚滚长江、浊浊黄河、涓涓细流，不惜百折千回，争先恐后，投奔而来，汇成碧波浩淼、万世不竭、无与伦比的壮观！

一旦汇入海的大家庭中，每一分子便紧紧地凝聚在一起，不分彼此形成一个团结的整体，随着海的号令执著而又坚定不移地冲向同一个目标，即使粉身碎骨也在所不辞。因此，才有了大海摧枯拉朽的神奇。

而大海最被人类称道的是年复一年默默地做着无尽的奉献，袒露无私的胸怀。正因其“生而不有，为而不恃”，不求索取，其自身也得到了永恒的存在。这种存在又为海中的一切提供了生生不息、赖以生存的环境和条件。

海尔应像海。因为海尔确立了海一样宏伟的目标，就应敞开海一样的胸怀。不仅要广揽五湖四海有用之才，而且应具备海那样的自净能力，使这种氛围里的每一个人的素质都得到提高和升华。海尔人都应是能者，而不应有冗者、庸者。因为，海尔的发展需要各种各样的人才来支撑和保证。

要把所有的海尔人凝聚在一起，才能迸发出海一样的力量，这就要靠一种精神，一种我们一贯倡导的“敬业报国，追求卓越”、“创造资源，美誉全球”的企业精神。同心干，不分你我；比贡献，不惟文凭。把许许多多的不可思议和不可能都在我们手中变为现实和可能，那么海尔巨浪就能冲过一切障碍，滚滚向前！

我们还应像大海，为社会、为人类做出应有的贡献。只要我们对社会和人类的爱“真诚到永远”，社会也会承认我们到永远，海尔将像海一样得到永恒的存在，而生活于其间的每一个海尔人都将在为企业创一流效益、为社会做卓越贡献的同时得到丰厚的回报。海尔人将和整个社会融为一个整体。

海尔是海。

张瑞敏

Haier is Ocean

Haier would like to be the great ocean where rivers of all origin, size and path flows into. Be it is a brook of no name, a running river that traveled through mountains and plains or just a torrent of muddy water, the ocean takes them all, and it turns them into pure ocean green. Ocean is so indiscriminate and accommodating, as if it has limitless capacity, to rivers of all kinds. The Yangtze River, the Yellow River and the hundreds of streams along the way are all rushing persistently to it in spite of the long journey and the zigzag caused by the terrain. Where the rivers end, the ocean's immense presence begins in deep green jacket and white gloves. Its everlasting waves are magnificent! It is eternally unrivaled!

Once united together, we have no division in us but only unity for all. Like the ocean, there is only one direction to march for, Fearlessly, we strive firmly toward a unified target. In so doing, we find the vigor and the power in overcoming all obstacles. Witnessing the miracle or being an ocean!

The most commendable about the ocean is its unconditional dedication. Year after year, it demonstrates the unselfish philosophy of "live but not occupy" and "provide but not depend". While it does not seek rewards, the ocean has reached ultimate eternal existence. This existence provides a lasting environment for all live in the ocean.

Haier would like to be an ocean. As rivers of all kinds to the ocean, Haier is to take on the talented of every corner in the world to achieve the grand ambition the company has established. In addition, Haier shall be furnished with the cleansing power the ocean has to enhance the qualification of its workforce. Haier people are able, adroit and diligent. The development of Haier depends on the support of various skilled and qualified employees.

The power of the ocean at Haier lies in the ultimate unity of Haier people. The spirit of Haier culture, "Diligence in our career, Devotion to our country, and pursuit of excellence", "Creating resources, enjoying a good reputation around the world" is the key to the unity needed. Haier promotes the attitude of being mutual at heart and being team player in action. At Haier, we compete with one another for contribution to the whole not for personal gains. It is in our hands to realize the improbable and turn the impossible to reality. At the end, Haier can launch powerful waves forward regardless of any obstruction.

We would like to be an ocean for the society and for all people. Haier shall reach the eternal existence as the ocean has done when Haier earns the society's continuing recognition for its "sincerity forever" creed to the society and the people. Haier people are to receive ample reward for the top efficiency created for the enterprise and the superior contribution made to the society. Haier people and the whole society shall become one.

Haier is ocean.

Zhang Ruimin CEO

上下同欲者胜

——《海尔员工画与话》序

海尔集团总裁 杨绵绵

一位专家说过：在中国的企业里，能够提出先进的管理理论并被世界上认可已经很难，如果再让企业里每位员工认可更难，如果员工能够理解它，并在实际工作中运用，可谓难上加难。

诚哉斯言。但是，从来无限风光在险峰。21世纪的大幕拉开时，专家的难题从海尔员工的心中得到了解答。

这些年，海尔内部进行的业务流程再造正如火如荼，全新的市场、全新的机制、全新的理念层出不穷，如何能把一些深奥抽象的理论、理念深入到员工的心里？还是应了那句老话：“群众才是真正的英雄”。我们普通员工创新性地自发开展了一个“海尔员工画与话”的活动，以漫画的形式，来诠释海尔理念。漫画一经问世，便以其生动的形式、鲜活的内容显示出强大的生命力，不仅青岛的海尔员工接受了这种文化，更难能可贵的是，以自由奔放著称的美国海尔员工也通过开展这种活动认同了海尔的价值观。

画的过程是文化的凝聚，

画的结果是文化的升华；

画的过程是力量的凝聚，

画的结果是梦在变为现实！

以心为笔，以激情为颜料，以自己的岗位为画布，海尔员工画出一种力量，画出感动，画出海尔魂，画出了海尔人美丽的人生！

《孙子兵法》说：“上下同欲者胜。”翻开这本别开生面的画册，映入你眼帘的绝不仅仅是漫画本身，更是渗入每一位海尔员工心底的创新文化理念。日本神户大学教授吉原英树是第一个看到海尔员工漫画的专家学者，他惊叹之后的评价是：“用漫画的形式诠释企业文化、企业经营理念，这在国际企业管理界还是一个创举！”

感谢我们可爱的员工，这些漫画留下了我们企业成长的足迹，这足迹追寻着我们心中的梦想，永不停止。足迹深处，一个个梦想变成现实！

画里功夫在画外，用心画的用心读。

是为序。

Victory is for the team and the leadership having the same goals

—Prelude of Haier's Pictures and Words

President of Haier Group: Yang Mianmian

Expert opinion has it advanced management principles, recognized by the world and pioneered by Chinese enterprise, represent a difficult challenge. It gets even harder if the affirmative reception of each and every employee is considered. The difficulty increases tenfold when the adoption and application of these principles in real life situation with full appreciation by every employee.

To everyone, this is so true as if to claim spectacular scenery is only found in the treacherous high mountains. Nevertheless, at the turn of the 21st century, Haier and its employees successfully resolved the difficult challenges suggested.

For years, Haier has fiercely embarked on initiatives for process reengineering with new marketing concept, new organization structure and new management ideas. So how to hammer some abstract ideas into employees' heads? As the old Chinese saying goes; the real hero is the people. Our ordinary employees spontaneously carried out a "Haier Employees' Drawings and Words" activity to interpret Haier's ideas in the form of cartoon. It was then the values and inspirations of Haier principles were widely told and appreciated by everyone. The influence of these pictures and words, when published, were so powerful as to go beyond the limit of Qingdao, Haier's home base. As an example, we find Haier America employees are identifying with Haier culture through these drawings and messages. Today, they are actively engaged in these activities as well.

The process of sketch is the coming together of culture.

The fruit of sketch is the rising evolution of culture.

The process of sketch is the coming together of power.

The fruit of sketch is the developing into reality of dreams.

The mind is the quill. The passion is the ink. The work is the canvas. At Haier, every sketch shows the emotion, the attitude and the spirited soul of a Haier employee living a beautiful life.

According to the famed Sun Tse Military Doctrine, "Victory is for the team and the leadership having the same goals". Reading the pages of the news "Haier's Pictures and Words", what impressed you is the appreciation of Haier culture rather than the simple sketches and words of Haier employees. "The use of cartoon sketches in interpreting company culture and management principles is a first in the business management worldwide" proclaimed by a Japanese professor who was the first scholar exposed to the Haier book.

Thanks to our lovely employees. The sketches marked the footprint of our growth over the years. Step by step we follow our heart for the dreams and ideas that lead us to the everlasting success. These dreams are developing into realities as we steadily taking strides into the far-off frontier.

The essence of the pictures and words is beyond the skillful sketches. It is the everyday value and attitude that are experienced by Haier people.

Draw with mind. Read with mind.

Sincerely.

Haier

目 录

CONTENTS

第一篇 / 海尔的文化观	1
Cultural Concept of Haier	
第二篇 / 海尔的战略观	52
Strategic Concept of Haier	
第三篇 / 海尔的人才观	67
Talent Concept of Haier	
第四篇 / 海尔的管理观	93
Management Concept of Haier	
第五篇 / 海尔的市场观	166
Market Concept of Haier	
第六篇 / 海尔的品牌观	209
Brand Concept of Haier	
第七篇 / 海尔的服务观	222
Service Concept of Haier	
第八篇 / 海尔再造	251
Haier's Restructuring	
第九篇 / 全球化的海尔	272
Haier in Globalization Era	

第一篇

海尔的文化观

Cultural Concept of Haier



▲ 企业文化就是一壶浓茶，越品越香，回味无穷。

Corporate culture is like a pot of strong tea, the more you taste it, the better it tastes, and the aftertaste lingers.

作者：海尔空调产品部 / 王勇

By Wang Yong (Air Conditioners Product Department, Haier)

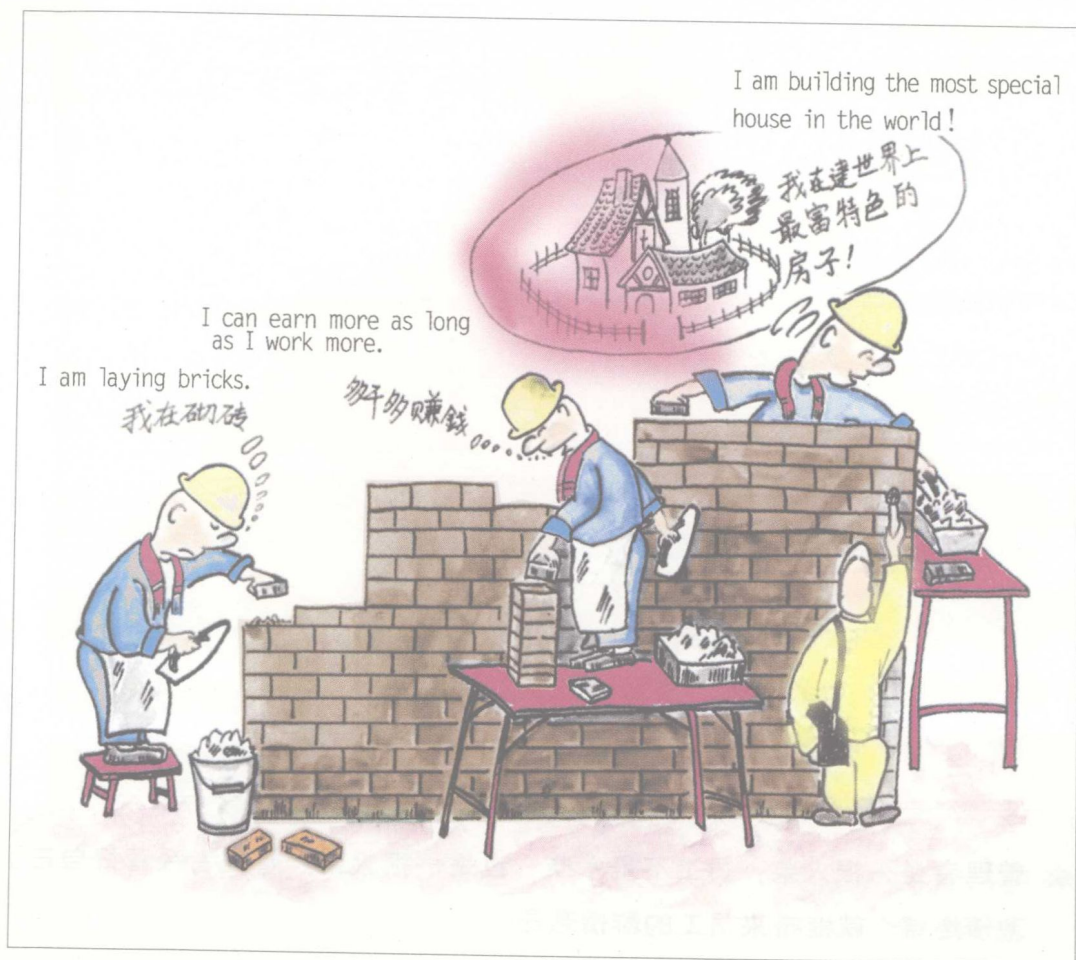


▲ 管理者是一根火柴；员工不是木柴，也是一根火柴。管理者经营好自己，激情燃烧，就能带来员工的群情激昂。

A manager is a match; an employee is not a piece of firewood, but also a match. A manager manages himself well, and his passion will ignite that of employees.

作者：海尔空调产品部 / 张智春

By Zhang Zhichun (Air Conditioners Product Department, Haier)

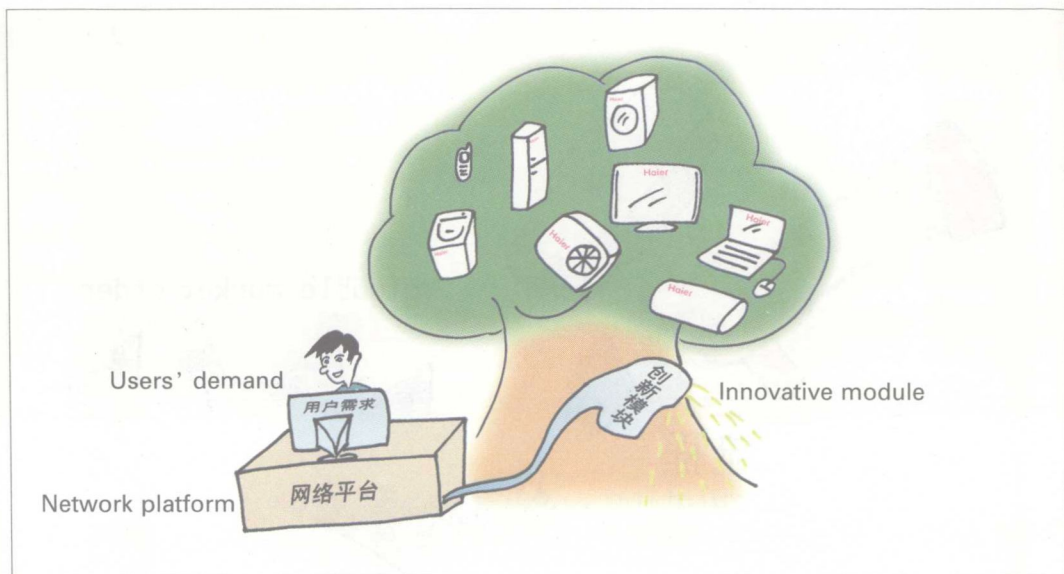


▲ 海尔之道即创新之道。

The Haier approach means innovation.

作者：海尔冰箱产品部 / 日新

By Ri Xin (Refrigerators Product Department, Haier)



▲ 为客户创新才能丰衣足食。

Innovation for customers makes our business thrive.

作者：海尔青岛洗衣机事业部 / 吕静

By Lv Jing (Washing Machines Business Division, Haier)

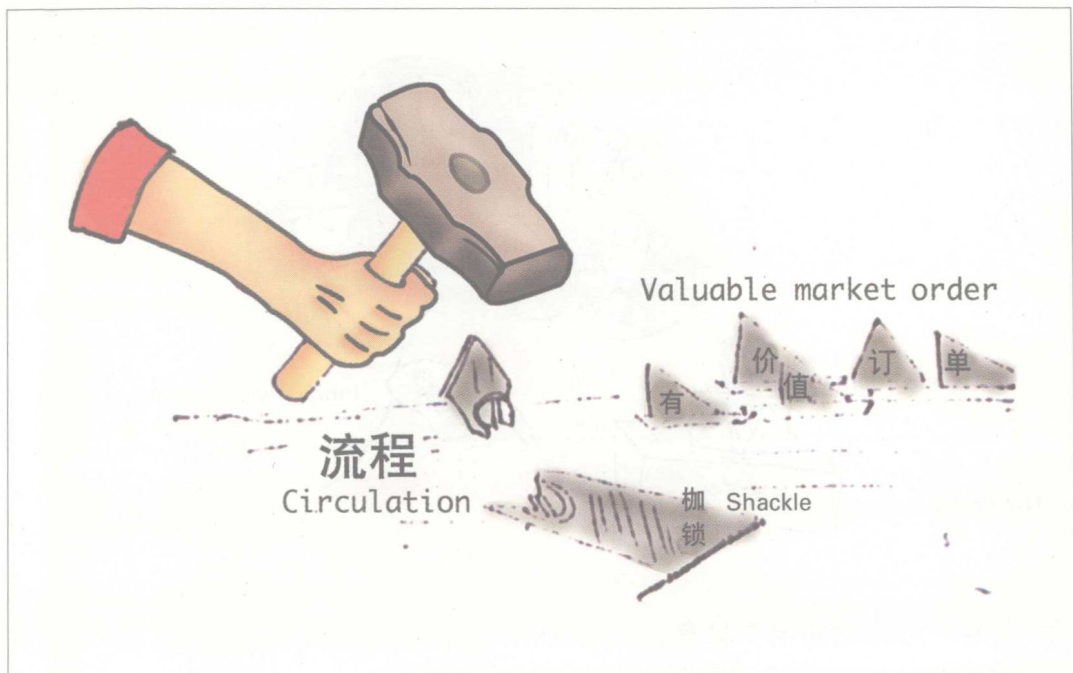


◀ 篆刻：企业是人，文化是魂。

Seal engraving: If a corporate is a man, culture is his soul.

作者：海尔海外冰箱事业部 / 丁欣

By Ding Xin (Refrigerator Overseas Business Division, Haier)



▲ 创新的本质就是创造性地破坏(一)。

The nature of innovation is to be creative in breaking something (I).

作者：海尔冰箱产品部 / 日新

By Ri Xin (Refrigerators Product Department, Haier)

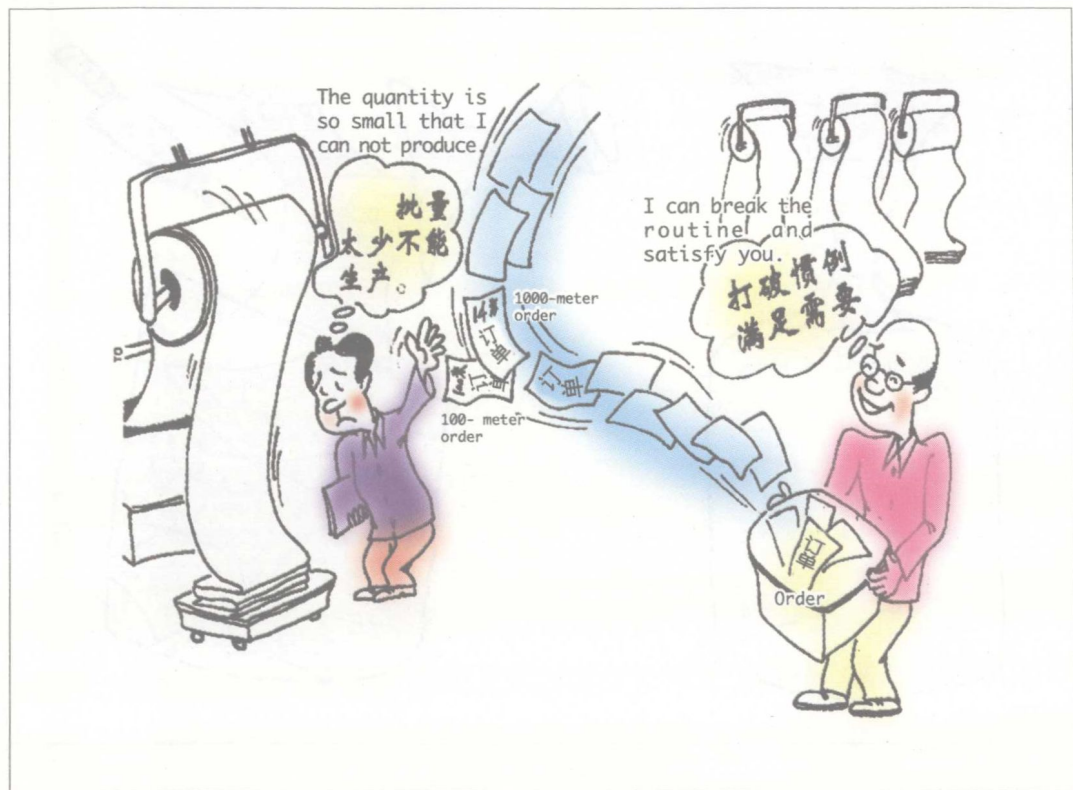


▲ 创新的本质就是创造性地破坏(二)。

The nature of innovation is to be creative in breaking something (II).

作者：海尔洗衣机产品部 / 小黄

By Xiao Huang (Refrigerators Product Department, Haier)



▲ 创新的本质就是创造性地破坏(三)。

The nature of innovation is to be creative in breaking something (III).

作者：海尔冷柜事业部 / 青春

By Qing Chun (Freezers Business Division, Haier)



▲ 创新的本质就是创造性地破坏(四)。

The nature of innovation is to be creative in breaking something (IV).

作者：海尔空调产品部 / 王勇

By Wang Yong (Air Conditioners Product Department, Haier)