

世界经济论坛发起人和执行主席  
克劳斯·施瓦布 教授推荐并作序

HEIDRICK & STRUGGLES

皮尔森教育·《金融时报》出版集团重要作品

## 为什么CEO至关重要



世界顶级领导咨询公司CEO  
解密CEO的真实内涵

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联合推荐

凯文·凯利 (Kevin Kelly) 著 李敬华 杜枫 译

# 为什么CEO至关重要



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# 要职内幕

世界顶级领导咨询公司CEO解密CEO的真实内涵

凯文·凯利（Kevin Kelly）著 李敬华 杜枫 译

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**CEO**  
Gary Kraft, CEO  
of Strategic Workshops, has  
worked extensively throughout  
the world. He worked  
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cultural challenges and I  
was trying to manage the  
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candid approach. Gary re-  
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decision making. Everything  
pales in comparison with the pressure that I was under.  
and was just being able to operate between cultures. I  
had a hard time of it, actually every indi-  
vidual group in the world.

**Hong Kong**  
"It was a tumultuous time in  
business and technology.  
The web was revolution-

ized on the repeat one  
day and who would not be  
and what bills we needed to  
pay or not pay or put off to  
the following week.  
First, it helped my executive

Another CEO with formative global experience is Chip McClure of *AnchorBank*. In 1982 he travelled overseas which was back in 1982 to 1995 in Germany. I don't think I really understood what it meant to be a global person. I had travelled extensively before that. I had spent a lot of time in Asia, but I was responsible for a regional office in Germany. So, I had a regional focus and I would get on a plane, fly, business class, go stay

in a business  
hotel, for those Monday to  
Friday, and then fly back  
home," he told me. "I wasn't the first time, on a Sunday morn-  
ing, to have to say, 'Well, I need to get off and try to communicate in German, to convince a plumber to come out and fix the heating system because there was sitting there freezing, that I really  
realized what owning a global company was."

According to Chip McClure, a comment suggested, the key  
to becoming a global CEO. I do  
programme, but the culmina-  
tion of decades of development and experience in truly global  
operations, I think this is not easily acquired. Given that  
fewer than 25 per cent of Americans have a passport, the number  
of potential global CEOs likely to emerge from the United  
States is more limited than you might think. "There are very few

There are many examples of busi-  
ness leaders who have tried to improve their way  
of doing things and have introduced cross-cultural re-  
sistance. It is still happening. Recently a **US CEO**  
was appointed to run a bank  
**every**  
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run a well-known global  
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cultural challenges  
different

things offer different op-  
portunities and challenges. The  
company *Anchor* came up  
**Most**, ver-  
amount of market products in  
Indonesia this was a definite  
non-starter. *Anchor* created a new niche in the market. Being a global  
CEO requires a certain cultural sensitivity, as many CEOs have told  
me. "Cultural awareness is important –  
being reasonably sensitive and  
aware of the differences and nu-  
ances."

## 世界经济论坛创始人兼执行主席

克劳斯·施瓦布 (Klaus Schwab) 教授

# 为什么要成为 CEO

## ——英文版序言

世界经济论坛 (WEF) 建立在这样一种理念上：以合作和对话的精神将领导者们——无论他们是在政治、经济还是社会领域——团结起来。

通过论坛的凝聚力（无论是通过电子平台、多媒体参与或是个人会晤），我们试图改善一些世界上最棘手的问题。而与我们合作的领导者们虽然有着不同的背景，却有着共同的追求——改善这个世界。

对他们而言，这是一个持久而艰难的使命，是他们在日常应尽职责之外还要承担起来的一份责任。我从未低估时间对于他们的宝贵程度。在《CEO》一书中，凯文告诉我们的并不仅仅是领袖们要事缠身时间是多么有限。事实上籍由以下种种的关键机会和他们各自业务上所面对的挑战，领袖们被联合了起来：如何明白有效地交流，如何平衡不同利益群体的需求，如何做一个真正的世界性领袖，以及如何才能留下持久



——要职内幕  
*The low-down on the top job*

的影响。凯文通过他自身的历练和体会告诉了我们 CEO 的角色从生理、心理和政治上都要求些什么。这并不是一本公式化的 CEO 养成手册——我怀疑这样的书是否存在于世，尽管有很多夸大其词的书作出这样的承诺。事实上这是一本告诉你如何激励下属，作为 21 世纪领袖意义何在的一本深刻睿智的著作。

凯文和他在海德思哲公司的同事们致力于探明雄心勃勃的高管们的动机、优缺点和他们的“健康状况”。凯文有着多年“领导咨询”公司高管的经验，他本可以在还是一位咨询师时写这本书，但那就不会是同一本书了。他选择了在自己任 CEO 的第一年中从前线发回第一手报告，从而为我们在理解 CEO 的不断演化的位置方面提供了富有洞察力的见解。对于 CEO 这样一个往往被泛泛而谈的角色，本书给出了动态和富于实质性的说明。

正如凯文所言，早在 1999 年，世界经济论坛就在瑞士达沃斯的年会上发表了一篇文章，探究了 CEO 们所承受的压力以及这样的“顶级工作”对他们的健康、家庭和人际关系的影响。

最初的那篇报道到现在已经过了八个年头，世界的节奏变得越来越快，而今日的 CEO 们必须以极其有限的时间来证明他们的价值。那么，为什么人们要力争成为 CEO 呢？凯文不仅以自己的文章，更以全书的基调回答了这一问题。从《CEO》一书执笔起，凯文把从他的职位中所得到的智识与能量、动力与激情、乐趣与试炼尽显无遗地与读者分享。这种精神——一种真实地希望把事情做好的决心，与世界经济论坛的抱负交相辉映，也正是当今全球型领袖之领导艺术的精髓所在。

This poses fundamental questions about how we project ourselves for leadership roles around the world. I don't doubt whether some with global experience can be successful, but the redefined economic landscape, and the way business is done, has created a new kind of CEO.

Gary Kroll, 46, of Strategic Workshop, has worked in Asia for 15 years. "Throughout the world, he worked in Asia at the time overnight, the panel company I was working for had a lot of financial challenges, and I was trying to manage the publishing piece of that company, which was cash strapped," Gary recalls. "I was under fire. I had to make decisions about who would be on the payroll one day and who would not be and what bills we needed to pay first and what we put off to the following week."

First it tested my executive decision making. Everything was at that time almost in competition with the pressures that I was under. So I was just being able to operate between cultures. I had a team of people from every different

turns of fortune, how we project ourselves for leadership roles around the world. I don't doubt whether some with global experience can be successful, but the redefined economic landscape, and the way business is done, has created a new kind of CEO.

Hong Kong  
The man is famous now in business and economics. The book was devoured

Another CEO with formidable global experience is Chip McClure of Autodesk. Until I lived overseas, which was back in 1990 to 1995 in Germany, I don't think I really understood what it meant to be a global person. I had travelled extensively before that. I thought I was a global person because I had been to 100 countries, seen lots of different cultures, but if I was honest about it, I would get on a plane,

in a business hotel, to their Monday to Friday, and then by home, he told me, "It wasn't until the first time, on a Sunday morning, that I realized that I had to call and say to a colleague in Germany, to convince a plumber to come out and fix the heating system because the family was telling them freezing, that I really realized I was being a global person."

As Gary Kroll and Chip McClure's comments suggest, the absolute global CEO is still not the product of a ten-year MBA programme, but the culmination of decades of development and experience in truly global settings. Global culture is not easily acquired. Given that fewer than 15 per cent of Americans have a passport, the number of potential global CEOs likely to emerge from the United States is more limited than you might think. "These are very few

There are many examples of business leaders who have tried to impose their way of doing things and have encountered culture-based resistance. It is still happening. Recently a US CEO was appointed to run a bank in Asia. He got them and one thing that went wrong is that while they last for months he can't understand global teams offend an cultural challenges.

**every-**  
thing were doing was basically resisted to be done. He came in and said, "I can bank an Asia-based entirely different set of rules." It's worth remembering that ways of doing business - both business and personal equipment

with a vegetarian toothbrush actually use a small amount of water. A vegan non-smoker, Anchor created a new niche in the market. Being a global CEO requires a certain cultural sensitivity, as many CEOs have told me. "Cultural awareness is important

Being reasonably sensitive and aware of the differences and nuances

## 海德思哲 (Heidrick & Struggles) 国际咨询 CEO 凯文·凯利 (Kevin Kelly)

### 致中国读者

这是一个特别的时刻，全世界的目光都投向了中国，过去是聚焦在中国多年经济成长所带来的无限商机上，如今则期望着她引领世界走出这场史无前例的全球性金融危机。

中国政府的经济刺激计划已初见成效，而其他国家的经济还在水深火热之中。面对这场史无前例的全球性金融危机，没有可以互相分享的商业先例或所谓的最佳解决方案或研究报告来告诉我们的 CEO 们如何带领他的公司走过这场危机。普华永道(PricewaterhouseCoopers) 2008 年对全球 CEO 作的调查显示，将近 70% 受访 CEO 的公司受到了此次次级债危机的影响。这些受到金融危机影响的公司里面，80% 的公司筹资成本上升，70% 的公司将推迟既定的投资计划。

一切不再像过去一样一成不变。作为 CEO，人们期望我们带领大家战胜前面的各种挑战，勇往直前，走向卓越。你从媒体和新闻上能看到关于 CEO 的各种成功或失败的故事。但你不知道的是，在 CEO 的光环背后，这会是一份需要多少巨大身心投入的孤独的工作。很少有人能够成功或是在这个职位上勉强生存下来。



## ——要职内幕 *The low-down on the top job*

中国是一个巨大的经济体，要想在中国成功所要面临的挑战跟中国这个市场一样大。同时中国这个市场还在不断地变化，并变得更加竞争激烈。很多 CEO 都在工作中不断地学习摸索，试图发展出一种以中国文化为核心，兼具国际化视野的公司文化，同时平衡包括政府在内的各方利益关系。我这里强调“学习”二字，正如我在书中所讲，我相信作为一个 CEO 既要善于领导还要善于学习。而我个人的经验告诉我：“大多数 CEO 的失败是因为他们自以为无所不知。”

我在亚洲、欧洲以及美国的多年工作经验表明，不管所处的市场如何不同——中国当然是一个非常与众不同的市场——CEO 们通过他们的职业经历所学到的东西可以适用于世界各地。

本书的写作是通过与世界上最知名也是最有远见的一些 CEO 的对话、讨论、结集而成。本书通过实际身处 CEO 这一最高要职之人的亲身体验告诉你 CEO 工作的重要内涵。全球多个 CEO 分享了他们对成功的认识和他们认为成为 CEO 的必要条件。书中也谈到了 CEO 们所面临的共同挑战：人事问题、沟通问题、如何才能满足各个利益方的复杂需要以及如何适应变革。当然还要能够高效率地工作，这样才能在繁忙的工作日程之外还能有生活。

我知道这本书中提到的很多问题，会得到我那些中国同事们的共鸣和认可。中国的企业领袖们将领导世界走向 21 世纪。哈佛商学院、中欧国际商学院和 IESE 商学院共同合作推出了一项针对中国企业家的“全球 CEO 课程”，以帮助他们在全球化的环境下建设世界级的企业。世界需要 CEO 们提出新的行动纲领，而本书就是试图为 CEO 们建设 21 世纪公司新架构所面临的挑战提供帮助。

作为 CEO 是一种既令人振奋、又令人筋疲力尽的工作体验。我享受这个工作的分分秒秒。因为即使是不那么顺利的时候，这也是世界上最好的工作！

**CEO**  
Gary Kroll, CEO  
of Seaside Workshop, has  
worked extensively through-  
out the world. He worked  
in Asia at one point in  
time overnight, the parent com-  
pany I was working  
for had a lot of li-  
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was trying to manage the  
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to make decisions about who  
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and we're just being able to operate between cultures. I  
have a team made up of virtually every cul-  
tural group in the world.

**安博教育集团 CEO 黄劲**

## 我们时代的 CEO

我们正生活在一个伟大的时代中。当今的中国正处在一个飞速发展、快速提升的历史时期。在全球化的浪潮之中，中国正在以前所未有的速度和自信与国际接轨、与国际融合。这是历史赋予中国的机遇，也是中国给予世界的机遇。我们这一代人有幸参与其中，奋斗其中，并且贡献其中。因此，我们应该更好地理解世界、融入世界。

CEO 是一个外来的词，中国人迅速接受了它。但是，国际上众多 CEO 的工作性质和职能如何？其压力和动力怎么样？他们的经历和想法是什么？本书为大家考虑和观察这些问题提供了一个独到而专业的视角。

当今世界上，叱咤风云的或者默默无闻的 CEO 有很多。或成功，或失败，每个 CEO 都有自己的独有的理念和经历、坎坷和辉煌。不过，换另一个角度来说，世界上任何一种事物、任何一种职业都有其内在的规律。本书的作者就是试图通过大量形形色色的 CEO 的经验和教训来揭示这种规律的。

本书不仅对于企业的高级管理人员和准备成为 CEO 的人们具有参考价值，普通读者也会从中了解到他们的思维方式、管理方式、沟通方式和行事方式。通过阅读本书，读者还可以了解全球许多一流的 CEO 的多彩人生，从中获得启迪。

本书的译者从事文化产业和国际交流，他们均在国际高科技公司和金融机构担任过高级管理职位或者 CEO。这些经历无疑会为本书增色不少。

This poses fundamental ques-  
tions about how we prepare executives for  
leadership roles in global companies. In short terms,  
should we train our global business can be assessed.

**Hong Kong**  
"It was a tumultuous time in  
Business and Government.  
The party was dissolved

Another CEO with formative global experience is Chip McClure of  
Anchorman. "Until I lived overseas, which was back in 1982 to

**1995** in Germany, I don't think I really understood what it  
meant to be a global person, I had travelled extensively before that. I  
had spent a lot of time in Japan, I was never really exposed to  
so many cultures. But when I came back from that, I had a much better  
understanding of what it meant to be a global person.

As a result of that, when McClure's comments suggested the i-

dentified global CEO I de-  
scribed is not the product  
of a two-year MBA  
programme, but the cumu-  
lation of decades of development and experience in truly global  
settings. Global travel is not easily overlooked. Given that  
less than 25 per cent of Americans have a passport, the number  
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CEO requires a certain cultural sensitivity, as many CEOs have told

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CEO requires a certain cultural sensitivity, as many CEOs have told

"Cultural awareness is important -  
being responsive, sensitive and  
aware of the differences and nu-  
ances

This seems fundamental question about how we perceive executives for leadership roles in global organizations. Indeed, strong doubt whether roles with global businesses can be acquired, especially if you have not had the experience of working in a large company, and the knowledge of a CEO of Steve Jobs, has worked extremely through out the world. He worked in Asia at the time overnight, the parent company I was working for had a lot of financial challenges and I was responsible for the marketing place of that company and we were run-around... Gary Kroll, CEO of Chip McCleare, said that I had to make decisions about who would be on the payroll one day and who would not be needed and what would happen on Friday or put off to the following week. First, it tested my executive decision-making. Everything about that kind of decision-making was new to me. I was under pressure, just being able to provide the best service. I had a staff made up of virtually every ethnic group in the world.

Another CEO with extensive global experience is Chip McCleare of Ametek. "This I lived overseas, which was back in 1982 to

**1995**. In Germany, I don't think I really understood what it meant to be a global person. I had travelled extensively before that. I had been to Japan, Australia, New Zealand, and many other countries for various business. But if I was honest about it, I would get on a plane, fly business class, go stay

**business**  
hotel, be there Monday to Friday, and then fly back home again. I guess I until the first time, on a Sunday morning in the middle of winter, that I had to call and try to communicate in German, to convey to a plumber to come out and fix the heating system because the family was sitting there freezing. That's really making me realize that I had to learn more.

As Gary Kroll and Chip McCleare's comments suggest, the idealized global CEO I described is not the product of a ten-year MBA programme, nor the combination of education and experience in truly global settings. Such global spans like is not easily teachable. Given that fewer than 25 per cent of Americans have a passport, the number of potential global CEOs likely to emerge from the United States is more limited than you might think. There are very few

There are many examples of business leaders who tried to impose their way of doing things and have implemented culture-bound resistance. It is still happening. Recently a US CEO was appointed to run a bank in Asia. He got there and

**one** that what they were doing was basically wrong, not the way it

lasted six months so run in US-based global companies, and cultural challenges.

**different**  
things offer different opportunities and personal ones. The company sector comes up **Most** val-

amount of merit product in India, and it's probably

Some say, For vegetarians, meat-eaters. Another created a new name in the market. Being a global

CEO requires a certain cultural sensitivity, as many CEOs have told

"Cultural awareness is important -

being appropriately sensitive and aware of the differences and nu-

ances."

# 什么造就了成功的 CEO

本书始于这样一个问题：是什么造就了一个成功的 CEO？

这个问题一直萦绕于怀，无论我是在亚洲、欧洲还是之后在美国做猎头工作，当我在会见客户，或是在国家间穿梭时，这个问题始终挥之不去。而在 2006 年 9 月，我自己也成了 CEO。

这似乎是寻求答案的最佳时机。是什么造就了一个成功的 CEO？他们的共同点是什么？期待是什么？压力何在？他们每一天的日子是怎么过的？作为一个新近被任命的 CEO，我深知此书的与众不同与其启发性。大多数成为封面人物的 CEO，他们也许会选择在退休后写写回忆录。这些书贵在于有事后之明，但最终往往流于为往事辩驳或是堆砌逸事。

但本书是不同的。我知道在担任 CEO 的初期我会很忙，但我也相信 CEO 的工作不仅需要领导也需要学习，而写作本书是自我学习过程中的首要工作。正如我在海德思哲公司做领导艺术咨询的同事史蒂芬·迈尔斯（Stephen Miles）所说：“在你已经无所不知后所学到的东西，才是有意义的。”以我的经验而言，大多数 CEO 们失败就在于他们自

以为无所不知。而对我而言，了解如何做一个 CEO 的最好时机，莫过于开初就与同事们坐下来坦诚沟通，从而有望为彼此节省一点从互相猜疑到相互了解认可的时间。

我同世界上很多地方的 CEO 都交流过，有些是经验丰富的老手，有些是跟我一样，新任 CEO 这个职务。不管他们的过往经历如何，都有很多共同点。不管他们是在什么样的组织里面，人事问题、沟通问题、报酬的复杂性、如何找到更多同家人相处的时间——这些挑战都是每一个 CEO 要面对的。很多这样的问题和两难选择也是我自己作为 CEO 所着重关切的。

首先要谈的是如何交流：误会是如何产生的？又该如何去化解？

然后是报酬——这并不仅仅是从金钱的角度来考虑，而是如何让每位职员感受到自己的价值，从而期待着晨起工作的太阳。毕竟人才是关键因素，不是吗？让我颇感吃惊的是，我们在大学或商学院研究商业运作时把 95% 的时间用在了学习策略、市场、公司财务、组织结构等上面，却只花了可怜的 5% 的时间在人际关系的技巧上。然而，当我们完成学业开始工作后却发现事实恰恰相反——人际问题充斥了我们的生活，无论你是在一个十人的小公司还是一个万人的大公司。每天你所作出的每个计划与策略都围绕着这样一个问题：人尽其才与否？

变革是另一个要素。查尔斯·达尔文 (Charles Darwin) 说过，“能够生存下来的并不是最强壮的物种，也不是最聪明的物种，而是最能应变的物种才能生存下来。”而如何管理、引导和有效的传达变革这一命题令我极为着迷。我记得曾与德国的一位 CEO 交谈，他发现只要领



导们一提变革，职员们只会往最坏的结果去设想。那么，CEO 要怎样才能使变革有利于组织和员工呢？

而我在本书中不断回溯的一点，也是我成为 CEO 后的基本信仰原则，便是“做正确的事，而非迎合大众口味的事”。看似简单，但若我能以此每日自省，便可以知道自己干得不会太差了。

我得承认，本书的写作对我而言也是自我省疗性的。身为 CEO，你不能在言语上天马行空。你的言谈影响到职员、股东、投资方和媒体，因而必须谨言慎行。而本书的写作促使我以一种长远的视角来审视 CEO 的角色，也使我得以与组织外的人士谈论 CEO 之工作对他们的真正意义。

我在写作过程中得益匪浅，希望本书对你也同样有益。

## 章节内容介绍

《CEO》一书探究了 CEO 们现今和未来的工作。这并不是一本如何入主企业最高职位的入门指南——否则定会大卖特卖！然而此书却是相当实际且实用的：它揭示并探究了 CEO 们整个职业生涯中必须面对的各个关键时刻的重要问题。现任的、未来的 CEO 们，以及旁观者（公司里的所有其他人）都可以拿起这本书开始阅览，看看是否极其准确地反映了他们的当前处境与面临问题的各个章节。

### 第 1 章 上岗时刻

CEO 个个不同，通往 CEO 办公室的路途因人而异。然而要走向最高职位，你真正需要知道些什么？

## 第 2 章 最初百日

有很多书讲述了 CEO 们上任后该做什么、不该做什么。一百天是极其短暂的，尤其是在公司内外的所有人都在盯着你的一举一动时更是如此。那么，新任 CEO 在接手之前和上任的第一天又该做些什么呢？

## 第 3 章 工作：领导、战略与执行力

CEO 的工作始于领导，他是主管。那么他将把员工引领往何处？又如何保证到达？没有相对应的战略和执行力，领导就形同虚设。

## 第 4 章 工作：人际交流

如何让别人信服于你的领导，相信你的政策的正确性，并使他们意识到自己在执行中所具有的价值与意义？

## 第 5 章 全球化 CEO 的崛起

CEO 的工作越来越多地在全球的舞台上进行，而这意味着什么？假若你是俄亥俄州鹿园的一个拖拉机零件制造商，全球化市场对你而言又意味着什么呢？

## 第 6 章 董事会和我

第一次董事会议至关重要。董事会是如何运转的？你几乎还不认识圆桌旁的董事们，但他们却期待你能立即发布完美的运行成果。你该如何掌控局面？



## 第 7 章 我自己

你的压力来自四面八方——投资人、董事会，更不用说你的下属、工会、竞争对手，等等。那么，怎样才能在工作与旅行连轴转中保持健康的身体和愉快的心情呢？

## 第 8 章 试炼、磨难、成功

CEO 工作中有哪些能让你感觉受用的好事？而最糟的又是什么？

## 第 9 章 明日的 CEO

2020 年的 CEO 会是怎样一个面貌？要想达到职业生涯的黄金跳跃，你需要具备哪些技能和素质？

## 第 10 章 此后的生活

万物皆变，唯变永恒。今日的杂志封面明星 CEO 不过是明日公司报告的注脚。那么，这将如何影响在职 CEO 的生活？他们又该如何为今后的生涯做准备呢？

This past fundamental question about how we phrase executive leadership roles in great organizations, indeed, seems doubtful whether ease with global business can be acquired. In the words of the well-known soul singer, "I'm the Pandemic, I'm the CEO."

Gary Knell, CEO of Sesame Workshop, has worked extensively throughout the world. He worked in Asia at the time overnight, the parent company I was working for had a lot of financial challenges and I was trying to manage the publication of the first company and we were cash-strapped." Gary recalls, "We used to have to make decisions about who would be on the payroll one day and who would not be made available to be paid on Friday or not, all the following week.

First, it needed my executive decision making. Everything called in comparison with the pressure that I was under. So, I had to make those decisions. I had a staff made up of virtually every ethnic group in the world.

Another CEO with formulating global experience is Chip McClure of ArvinMeritor. Until I lived overseas, which was back in 1982 to 1995 in Germany, I don't think I really understood what it means to be a global person. I was definitely somewhat behind then. But since a lot of time has passed, I was responsible for many of our international joint ventures. But it was honest about it. I would get on a plane, fly business class, go after business

to be there Monday to Friday and then fly back home again. I did that until the first time, on a Sunday morning in the middle of winter that I had to call and try to communicate in German, to convince a plumber to come out and fix the heating system because the family was sitting there freezing, that I really understood what it means to be a global person.

As Gary Knell and Chip McClure's comments suggest, the leadership of a two-year MBA programme, but the culture of global development and experiences in truly global settings. Such global specific talents, not easily acquired. Given that fewer than 25 per cent of Americans have a passport, the number of potential global CEOs likely to emerge from the United States is more limited than you might think. There are very few

There are many examples of business leaders who have tried to invoke their way of doing things and have encountered disaster, such as US CEO in Asia. He got there and one that they worry, not the way it looks, but the way it runs. He run a US-based global global there offered an cultural challenges. different things with different approaches. The company Anchor came up with a vegetarian toothpaste - tooth brushing Indian educational equipment with a vegetarian toothpaste, actually uses a small some way. For vegetarian min-startups, Anchor created a new niche in the market. Being a global CEO requires a certain cultural sensitivity, as many CEOs have told me. "Cultural awareness is important - being cognitively sensitive and aware of the differences exist between

## 致谢

在此我想对所有忙里偷闲与我交流 CEO 心得的领导们表示感谢，特别是以下人士：

**雅克·艾建郡 (Jacques Aigrain)**, 瑞士再保险公司 (Swiss Re.), CEO  
**理查德·贝克 (Richard Baker)**, 英国联合博姿 (Alliance Boots), CEO  
**卡洛斯·戈恩 (Carlos Ghosn)**, 日本日产汽车公司 (Nissan)、法国雷诺汽车公司 (Renault), 总裁兼 CEO

**金胜猷 (Seung-Yu Kim)**, 韩亚金融集团 (Hana Financial Group), CEO  
**加里·奈尔 (Gary Knell)**, 美国芝麻街工作室 (Sesame Workshop), 总裁兼 CEO

**布鲁诺·乐峰 (Bruno Lafont)**, 法国拉法基公司 (Lafarge), 董事长兼 CEO

**奇普·麦克卢尔 (Chip McClure)**, 美国阿文美驰公司 (ArvinMeritor), CEO 兼总裁

**新浪刚史 (Takeshi Niinami)**, 日本罗森公司 (Lawson), 董事长兼 CEO



——要职内幕  
*The low-down on the top job*

莫尼卡·里巴 (Monika Ribar)，瑞士泛亚班拿公司 (Panalpina)，总裁兼 CEO

斯图尔特·罗斯 (Stuart Rose)，英国马莎百货公司 (Marks & Spencer)，CEO

卡尔·施拉姆 (Carl Schramm)，美国考夫曼基金会 (Kaufmann Foundation)，总裁兼 CEO

H·帕特里克·斯威格特 (H. Patrick Swygert)，美国霍华德大学 (Howard University)，校长

海德思哲公司董事会资深主席格里·罗奇 (Gerry Roche) 慷慨地为我提供了他在传奇猎头生涯中积累的宝贵见解。罗奇或许是这个世界上招聘了最多 CEO 的人，我对他的帮助深表谢意。

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感谢我妻子米歇尔的爱与支持，以及无限的耐心——尤其是在替换灯泡时。

感谢我在海德思哲公司的所有了不起的同事们。

最后，感谢我的朋友山姆。

凯文·凯利

The basic fundamental idea...  
Leadership roles in global organizations require...  
decide whether even with global business can be required.

**CEO**  
of Strategic Workshop, has  
made his mark throughout  
the world. He worked  
in Asia at the present  
overnight, the present com-  
pany I was work-  
ing for had a lot of finan-  
cial challenges, and I  
was trying to manage the  
public relations for the  
company and we were  
cash-strapped," Gary re-  
calls. "I was under fire. I had  
to make decisions about who  
to make decisions about who  
**Everything** knew that I was almost  
pale in comparison with the pressure that I was under. So  
the ability to communicate between cultures, I  
believe it's probably the only company, the  
ric group in the world

Another CEO with formative global experience is Chip McClure of Antimatter.

**1995** in Germany, I don't think I really understood what it meant to be a global person. I had travelled extensively before that. I had spent a lot of time in Japan; I was responsible for many of our Japanese sales and marketing. But I had never been forced to travel on a plane, fly business class, go stay in a hotel every-

day, be there Monday to Friday and then fly back home", he told me. "It wasn't until the first time, on a Sunday morn-  
ing, that I had to call and say, 'I'm sorry, I have to leave again tomorrow morning, to come to a plenary to come out and test the healing systems because the family was sitting there freezing, that I really realised that I was a global person now."

As Gary Kroll, CEO of Michael + Company, suggests, the identi-  
fied global CEO is ob-  
sessed not the product  
programme, but the cul-  
mination of decades of development and experience in their global  
networks. "The reason why is not always apparent. Given that  
less than 25 per cent of Americans have a passport, the number  
of potential global CEOs likely to emerge from the United  
States is more limited than you might think. There are very few

There are many examples of busi-  
ness leaders who have tried to impose their way  
of doing things and have encountered culture-based re-  
sistance. It is still happening. Recently a **US CEO**  
was appointed to run a bank

in Asia. He got there and  
one that what they  
were doing was basically  
resisted to be done. He  
caused difficulties. He could  
not understand. And so ap-  
parently different set of  
values, different culture.

It is worth remembering that  
ways of doing  
business - both business  
and educational equipment

with a vegetarian tooth-  
brush actually isn't a small  
step. It's a big step.  
most senior. Anchor captured a new niche in the market partly because a global  
CEO requires a certain cultural sensitivity, as many CEOs have not

past. **Most**  
amount of travel product in  
India, for example, a definite  
non-starter. Anchor captured a new niche in the market partly because a global  
CEO requires a certain cultural sensitivity, as many CEOs have not

"Cultural awareness is important -  
being responsive, sensitive and  
aware of the differences and nu-  
ances."

## CEO 的一天

2007 年 5 月 15 日，星期四

5:45

妻子出城去了。起床后我开始跑步，连跑边想事情。同我交流过的 CEO 大多是这个样子，不管是在打网球还是去体育馆健身，他们总有一脑门子需要考虑的事情。

跑完步，我叫醒四个孩子（他们分别是 8 岁、9 岁、4 岁和 2 岁大），给他们穿好衣服，自己也穿戴整齐，然后送他们去公交车站，然后我便奔火车站而去。

7:45

在火车上匆匆浏览电子邮件，致电上海办公室打招呼。下车便跳进出租车，在车上抽空又打了几个电话。8:15 分到达办公室，与我的总裁助理有个 15 分钟的会面，安排今天要做的事。

8:30

与驻悉尼的亚太区首席财务官通话。

9:00

同公司驻英国的某个顾问讨论海德思哲内部一个针对私募基金行业最新的成功案例。

9:30

与人力资源部会晤，决定公司在欧洲若干关键职务的招聘。

10:30

与公司公关总监一起准备即将到来的董事会议。